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SOCIAL ACTIONS CAREER LADDER AND UTILIZATION FIELD  
AFSC5 734X0A/B 736XA/B 737X 73499 AND 73400(U) AIR  
FORCE OCCUPATIONAL MEASUREMENT CENTER RANDOLPH AFB TX  
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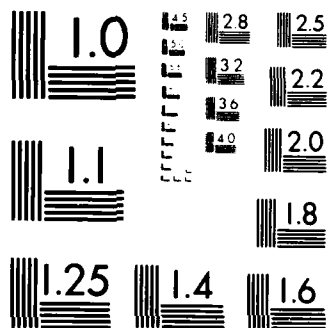
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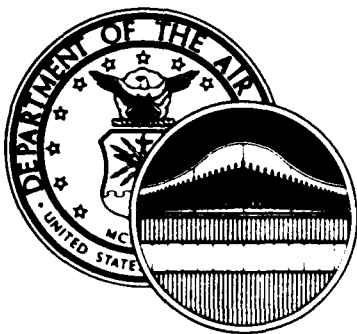
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UNITED STATES AIR FORCE

AD-A149 719

# OCCUPATIONAL SURVEY REPORT

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SOCIAL ACTIONS CAREER LADDER  
AND  
UTILIZATION FIELD

AFSCs 734X0A/B, 736XA/B, 737X,  
73499, AND 73400

AFPT 90-73X-519

NOVEMBER 1984

OCCUPATIONAL ANALYSIS PROGRAM  
USAF OCCUPATIONAL MEASUREMENT CENTER  
AIR TRAINING COMMAND  
RANDOLPH AFB, TEXAS 78150

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HQ MAC/TTGT	1		1	
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HQ PACAF/DPAT	3		3	
HQ SAC/DPAT	3		3	
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## PREFACE

This report presents the results of a detailed Air Force occupational survey of the Social Actions officer (AFSSs 736XA/B and 737X) and enlisted (AFSSs 734X0A/B, 73499, and 73400) career areas. The USAF Occupational Measurement Center completed this project by authority of AFR 35-2.

The survey instrument, USAF Job Inventory AFPT 90-73X-519, dated October 1983, was developed by Chief Master Sergeant Theodore R. Wilcox. Second Lieutenant Mary Thomasson analyzed the survey data and wrote the final report. Ms Olga Velez provided computer support for the project. This report has been reviewed and approved by Mr J. S. Tartell, Chief, Management Applications Section, USAF Occupational Measurement Center.

Copies of this report have been distributed to Air Staff sections, major commands, and other interested training and management personnel. Additional copies are available upon request to the USAF Occupational Measurement Center, Attention: Chief, Occupational Analysis Branch (OMY), Randolph AFB, Texas 78150-5000.

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OCCUPATIONAL SURVEY REPORT  
SOCIAL ACTIONS CAREER LADDER  
(AFS 734X0A/B, 73499, 73400)  
AND  
SOCIAL ACTIONS UTILIZATION FIELD  
(AFS 736XA/B, 737X)

INTRODUCTION

This is a report of an occupational survey of the Social Actions officer (AFSS 736XA/B and 737X) and enlisted (AFSS 734X0A/B, 73499, and 73400) career areas completed by the Occupational Analysis Branch, USAF Occupational Measurement Center, in October 1984. The survey was requested by the 3290 TCHTG/TTZSC, Lackland AFB, Texas. The primary objective of the study was to provide information for planning and developing training documents, as well as assessing the validity of the training course content. Surveys of these specialties were previously conducted in 1975 and 1977.

The enlisted and officer Social Actions career areas were created in January 1973. At that time, the enlisted specialty was composed of three shreds: 734X0A - Social Actions Technician, Equal Opportunity; 734X0B - Social Actions Technician, Drug/Alcohol; and 734X0C - Social Actions Technician, Race Relations. On 30 April 1980, the Equal Opportunity and Race Relations specialties were merged to form AFS 734X0A - Social Actions Technician, Equal Opportunity/Human Relations. The officer Social Actions utilization field was created on 31 January 1973. At that time, the officer specialty was also composed of three shreds: 7364A - Social Actions Officer, Equal Opportunity; 7364B - Social Actions Officer, Drug/Alcohol; and 7364C - Social Actions Officer, Race Relations. As with the enlisted specialties, the Equal Opportunity and Race Relations career areas were merged on 30 April 1980 to form AFS 7364A - Social Actions Officer, Equal Opportunity/Human Relations. Also on that date, AFS 7364B was renamed Social Actions Officer, Drug/Alcohol Abuse Control.

Both the enlisted and officer specialties are lateral entry fields. Enlisted personnel must possess a 5- or 7-skill level before they are eligible for entry into the Social Actions career field. Officers enter the Social Actions utilization field when they attain the rank of first lieutenant.

The job of a Social Actions Specialist or Technician focuses on providing information and assistance on Social Actions responsibilities, policies, and programs. Members of the Equal Opportunity/Human Relations specialty are involved in investigating and resolving equal opportunity and treatment problems and advising commanders, supervisors, and personnel concerning the solutions. Personnel in the Drug/Alcohol shred are responsible for counseling personnel, evaluating rehabilitees progress, and making referrals to base and civilian helping resources.

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The job of a Social Actions officer involves advising and assisting commanders and supervisors in administering social actions programs. They also plan, organize, and manage social actions activities, including equal opportunity, drug and alcohol abuse control, and education in human relations programs.

Airmen and officers in the Equal Opportunity/Human Relations specialty (A-shred personnel) attend a 16-week resident training course at the Defense Equal Opportunity Management Institute, Patrick AFB FL. Drug/Alcohol Abuse personnel (B-shred) attend technical training for 8 weeks and 2 days at Lackland AFB TX. Staff officers attend technical training for 2 weeks at Lackland AFB TX.

## SURVEY METHODOLOGY

### Inventory Development

The data collection instrument for this occupational survey was USAF Job Inventory AFPT 90-73X-519, dated October 1983. The job inventory was divided into two sections. The first was a background section that gathered information from respondents, such as name, grade, time in career field, job interest, and areas of work specialization. The second section contained a list of 511 tasks performed by personnel in the Social Actions officer and enlisted specialties.

Development of the job inventory task list began with a review of past surveys of the AFS 734X0A/B and 736XB career areas, as well as a review of current specialty publications and directives. Also, interviews were conducted with 98 officer, enlisted, and civilian Social Actions personnel at 12 CONUS and overseas locations. From the interviews, a tentative task list was developed. The tentative inventory was validated by a field review at 13 MAJCOM-level Social Actions units. The field review resulted in a refined task list of 511 tasks representative of the work performed by Social Actions personnel.

### Survey Administration

During the period December 1983 through April 1984, job inventories were administered to enlisted and officer Social Actions personnel (AFS 734X0A/B, 73499, 73400, 736XA/B, and 737X) at operational units, both in the CONUS and overseas locations, by consolidated base personnel offices. Personnel were identified from uniform airman record (UAR) and uniform officer record (UOR) data tapes generated by the Air Force Manpower and Personnel Center (AFMPC) and maintained by the Air Force Human Resources Laboratory (AFHRL).

In the task list section of the job inventory, incumbents were asked to first place a check by the tasks they performed. Respondents then rated each task on a 9-point scale showing the relative amount of time spent on that task compared to all others checked. The rating scale ranged from one (very small amount of time spent) to nine (very large amount of time spent), with a rating of five representing an average amount of time spent performing a task.

To determine the relative amount of time an incumbent spends on each task, all of an incumbent's ratings are assumed to account for 100 percent of his or her job time. All ratings are summed, each separate task rating is divided by the sum, and the quotient multiplied by 100. This procedure provides a basis for comparing tasks not only in terms of percent members performing, but also in terms of percent time spent.

### Data Processing and Analysis

Inventory data returned from the field were entered into the AFHRL computer at Brooks AFB either by optical scanning or keypunching. The comprehensive occupational data analysis program (CODAP) software package was then used to analyze the data. The CODAP package produces a variety of computer printouts based on survey respondent ratings on inventory tasks. A key aspect of the CODAP process is performing a cluster analysis of survey respondents task data. That is, incumbents who perform similar tasks and who spend similar amounts of time on tasks are clustered into groups. Computer-generated job descriptions of each group were used to examine the structure of the fields being studied in terms of what tasks people were performing. Other computer-generated job descriptions are available for DAFSC, time in career field (TICF), and Major Command (MAJCOM) groups. These descriptions include information such as percent of members of a group performing each task, average percent time spent on each task, and the cumulative time spent by all members of a group on each task in the inventory.

### Survey Sample

USAF job inventories were mailed to 243 officer and 566 enlisted Social Actions personnel who were eligible for this survey (those excluded were personnel in PCS status, hospital, or less than 6 weeks on the job). This represents 92 percent of the officers and 81 percent of the enlisted personnel. Tables 1 through 6 show the sample was representative of MAJCOM, paygrade, and TICF groups. The sample included 75 percent of officer (196 incumbents) and 63 percent of enlisted (439 incumbents) personnel assigned to Social Actions career areas.

### Task Factor Administration

In addition to the USAF job inventory, selected senior enlisted and officer personnel completed a second booklet for either training emphasis (TE) or task difficulty (TD). TD data are collected on enlisted personnel only. This task factor information, which is processed separately from the job inventory, aids in a number of different analyses discussed in more detail within this report. TD data are not included in this report because the agreement between the raters was not high enough to be considered reliable.

Training Emphasis (TE). Each individual completing a TE booklet rated tasks on a 10-point scale.

<u>Rating</u>	<u>First-Term Training Emphasis Recommended</u>
BLANK	No structured training required
1	Extremely low training emphasis
2	Very low training emphasis
3	Low average training emphasis
4	Below average training emphasis
5	Average training emphasis
6	Above average training emphasis
7	High training emphasis
8	Very high training emphasis
9	Extremely high training emphasis

Training emphasis is a rating of which tasks require structured training for first-term personnel. Structured training is defined as training provided at resident technical schools, field training detachments (FTD), mobile training teams (MTT), formal OJT, or any other organized training method. Twenty-seven 734X0A and 33 734X0B NCOs provided TE data. Agreement among the 734X0A TE raters was .96, which indicates high interrater agreement. Agreement among the 734X0B TE raters was .95, which also indicates high interrater agreement.

When used in conjunction with other factors, such as percent members performing, the training emphasis ratings can provide important information for making training decisions. A discussion of the use of TE data appears in a later section of this report.

TABLE 1

## COMMAND REPRESENTATION OF 734XX SURVEY SAMPLE

	AFSC 734X0A		AFSC 734X0B		AFSCs 73499 AND 73400	
	PERCENT OF ASSIGNED*	PERCENT OF SAMPLE	PERCENT OF ASSIGNED*	PERCENT OF SAMPLE	PERCENT OF ASSIGNED*	PERCENT OF SAMPLE
AAC	3	2	2	2	0	0
USAFE	16	15	19	19	12	24
AFLC	5	5	5	4	0	6
AFSC	3	1	5	4	6	6
ATC	9	9	12	12	18	18
PACAF	8	10	7	7	12	0
SAC	21	24	20	23	18	18
TAC	19	18	13	11	12	18
MAC	12	12	14	14	6	6
OTHER	4	4	3	4	16	4
TOTAL	100	100	100	100	100	100

	AFSC 734X0A	AFSC 734X0B	AFSCs 73499 AND 73400
TOTAL ASSIGNED:	276	404	17
TOTAL ELIGIBLE FOR SURVEY:	225**	326**	17**
TOTAL IN SAMPLE:	169	253	17
PERCENT OF ASSIGNED IN SAMPLE:	61	63	100
PERCENT OF ELIGIBLE IN SAMPLE:	75	78	100

\* Manning figures as of March 1984

\*\* Excludes personnel in PCS status, hospital, or less than six weeks on the job

TABLE 2

## COMMAND REPRESENTATION OF 73XX SURVEY SAMPLE

	AFS 736XA		AFS 736XB		AFS 737X	
	PERCENT OF ASSIGNED**	PERCENT OF SAMPLE	PERCENT OF ASSIGNED**	PERCENT OF SAMPLE	PERCENT OF ASSIGNED**	PERCENT OF SAMPLE
AAC	3	3	2	1	2	3
USAFE	12	11	19	20	8	9
AFLC	8	7	2	2	8	9
AFSC	3	2	3	3	5	3
ATC	12	11	8	9	13	16
PACAF	8	10	8	9	8	9
SAC	19	18	28	24	8	10
MAC	15	18	12	11	17	15
TAC	15	19	16	15	18	15
OTHER	5	1	2	6	13	11
TOTAL	100	100	100	100	100	100

TOTAL ASSIGNED:

TOTAL ELIGIBLE FOR SURVEY:

TOTAL IN SAMPLE:

PERCENT OF ASSIGNED IN

SAMPLE:

PERCENT OF ELIGIBLE IN

SAMPLE:

AFS 736XA	AFS 736XB	AFS 737X
75	105	83
70**	86**	83**
62	66	68
83	63	82
89	95	82

\* Manning figures as of March 1984

\*\* Excludes personnel in PCS status, hospital, or less than six weeks on the job

TABLE 3  
PAYGRADE DISTRIBUTION OF 734XX SURVEY SAMPLE

PAYGRADE	AFSC 734X0A		AFSC 734X0B		AFSCs 73499 AND 73400	
	PERCENT OF ASSIGNED*	PERCENT OF SAMPLE	PERCENT OF ASSIGNED*	PERCENT OF SAMPLE	PERCENT OF ASSIGNED*	PERCENT OF SAMPLE
E-4	8	8	19	15	0	0
E-5	40	41	41	44	0	0
E-6	26	25	21	20	0	0
E-7	22	22	17	20	6	29
E-8	4	4	2	1	65	47
E-9	**	**	0	0	29	24
TOTAL	100	100	100	100	100	100

\* Manning figures as of March 1984

\*\* Denotes less than 1 percent

TABLE 4

## PAYGRADE DISTRIBUTION OF 73XX SURVEY SAMPLE

PAYGRADE	AFS 736XA		AFS 736XB		AFS 737X	
	PERCENT OF ASSIGNED*	PERCENT OF SAMPLE	PERCENT OF ASSIGNED*	PERCENT OF SAMPLE	PERCENT OF ASSIGNED*	PERCENT OF SAMPLE
0-1	10	7	15	12	0	0
0-2	28	33	37	46	0	2
0-3	61	60	48	42	25	27
0-4	1	0	0	0	48	48
0-5	0	0	0	0	25	21
0-6	0	0	0	0	2	2
TOTAL	100	100	100	100	100	100

\* Manning figures as of March 1984



TABLE 5  
TICF DISTRIBUTION OF 734XX SURVEY SAMPLE

<u>MONTHS TICF</u>	<u>AFSC 734X0A</u> <u>PERCENT OF</u> <u>SAMPLE</u>	<u>AFSC 734X0B</u> <u>PERCENT OF</u> <u>SAMPLE</u>	<u>AFSCs 73499</u> <u>AND 73400</u> <u>PERCENT OF</u> <u>SAMPLE</u>
1-48	55	60	12
49-96	25	22	12
97+	<u>20</u>	<u>18</u>	<u>76</u>
TOTAL	100	100	100

TABLE 6  
TICF DISTRIBUTION OF 73XX SURVEY SAMPLE

<u>MONTHS TICF</u>	<u>AFS 736XA</u> <u>PERCENT OF</u> <u>SAMPLE</u>	<u>AFS 736XB</u> <u>PERCENT OF</u> <u>SAMPLE</u>	<u>AFS 737X</u> <u>PERCENT OF</u> <u>SAMPLE</u>
1-48	79	67	37
49-96	16	25	32
97+	<u>5</u>	<u>8</u>	<u>31</u>
TOTAL	100	100	100

## JOB STRUCTURE ANALYSIS

One very important function of the USAF occupational analysis program is to identify the jobs performed within career ladders and how the jobs relate to each other. To accomplish this, an automated job clustering program is used. This hierarchical grouping program is a basic part of the comprehensive occupational data analysis program (CODAP) package for job analysis. Each individual job description in the sample was compared to every other job description in terms of the relative amount of time spent on each task in the job inventory. On the first iteration, the clustering program is designed to locate the two job descriptions with the most similar ratings. These two job descriptions are combined to form a composite. In successive stages, individual job descriptions of other respondents were added to the original composite or new groups were formed, based only on the similarities in tasks performed and time spent. This procedure was continued until all individuals and groups were combined to form a single composite representing the total survey sample. The resulting display of this analysis, known as the career ladder structure, is used in a number of ways: to analyze the diversity or specialization within a career ladder which might require merging, shredding, or dividing the ladder; to examine the accuracy and completeness of career ladder documents (AFR 36-1 and 39-1 Specialty Descriptions, Specialty Training Standards, the basic course Plan of Instruction, etc.); to formulate an understanding of current utilization patterns; and to identify job satisfaction problems, trends, and issues requiring management attention.

### Overview

For the Social Actions enlisted career ladders and officer utilization field, 645 individual job descriptions were compared to identify the career ladder structure. The analysis identified five jobs and one job variation. Table 7 reflects the percentage of relative job time expended by the members of each job group performing tasks in each of the job inventory duties.

The jobs are listed below. The group (GRP) number shown beside each title is a reference to the computer-printed information; the number of personnel in the group (N) is also shown.

- I. DRUG AND ALCOHOL ABUSE CONTROL COUNSELORS (GRP13, N=299)
  - A. Social Actions Liaison Specialists (GRP35, N=8)
- II. EQUAL OPPORTUNITY AND HUMAN RELATIONS COUNSELORS (GRP45, N=208)
- III. CHIEFS OF SOCIAL ACTIONS (GRP33, N=67)
- IV. SOCIAL ACTIONS MANAGERS (GRP12, N=44)
- V. TECHNICAL TRAINING INSTRUCTORS (GRP44, N=8)

Ninety-seven percent of the survey respondents are grouped into these job groups. The remaining 3 percent, who did not group into any of these categories, reported such job titles as Equal Opportunity and Human Relations Technician, Chief HRE Branch, and Social Actions Inspector. The division of jobs performed by Social Actions personnel is shown in Figure 1.

### Job Group Descriptions

The following paragraphs contain brief descriptions of the jobs and job variations identified through the career ladder structure analysis. Representative tasks for the above groups are contained in Appendix A.

I. DRUG AND ALCOHOL ABUSE CONTROL COUNSELORS (GRP13, N=299). This job contains 299 members, or 46 percent of the survey sample. Both officer (21 percent of the job group) and enlisted (79 percent of the job group) personnel comprise this job. Of the officers, 97 percent hold DAFSC 7361B or 7364B and of the enlisted personnel, 99 percent hold DAFSC 73430B or 73470B. The majority of personnel in this group (291 of 299) are performing jobs that are described by the duties and tasks listed below. There is also a job variation within the cluster in which personnel perform a job sufficiently different to merit additional discussion. This section of the report discusses the job and personal characteristics that typify the job first, then describes the job variation that warrants discussion.

The primary responsibility of these personnel is performing drug or alcohol abuse control evaluation, rehabilitation, counseling, and documentation functions. These tasks comprise 50 percent of their relative job time. Most of their remaining job time (30 percent) is spent on administrative and management or training tasks. Tasks representative of the jobs performed by personnel in this cluster include:

- Advise commanders, first sergeants, or supervisors on progress or problems of rehabilitees
- Complete or annotate AF Forms 2746 (Substance Abuse Control Program Chronological Case Notes)
- Conduct social evaluation interviews for personnel identified as alcohol abusers
- Conduct social evaluation interviews for personnel identified as drug abusers
- Complete AF Forms 2732 (Substance Abuse Control Program - Appointment Schedule)
- Brief supervisors, first sergeants, or commanders on alcohol or drug rehabilitation programs or procedures

The distribution of personnel in this group is across all MAJCOMS except AFCC. Personnel average 3½ years in the career field.

The specialized job within this group that merits further discussion is described below:

A. Social Actions Liaison Specialists (GRP35, N=8). This group contains eight members, all of whom hold DAFSC 73470B. These personnel spend most of their relative job time (45 percent) on drug and alcohol abuse control evaluation, rehabilitation, and counseling functions. Documentation functions, however, require less than 1 percent of their relative job time. What makes these personnel slightly different than other Drug and Alcohol Abuse Control Specialists is that all are assigned to medical centers. They conduct alcoholism rehabilitation center (ARC) programs. Tasks which are representative of this job include:

- Observe ARC patients during treatment
- Review ARC treatment summaries
- Coordinate with base social actions staff personnel or mental health personnel on entry of individuals into ARC
- Counsel rehabilitees in alcohol programs in group sessions
- Participate with ARC patients in recreational therapy

These personnel have been in the Social Actions career field for an average of 6.75 years.

II. EQUAL OPPORTUNITY AND HUMAN RELATIONS COUNSELORS (GRP45, N=208). This group contains 208 members, or 32 percent of the survey sample. As with the Drug and Alcohol Abuse Control groups, this group is composed of both officer and enlisted personnel. Seventy-four percent of the group are enlisted personnel and the remainder (26 percent) are officers. All of the officers hold DAFSC 7361A or 7364A and 99 percent of the enlisted personnel hold DAFSC 73430A or 73470A. All of these personnel can be described by a single job description. The majority of their relative job time (70 percent) is equally divided among training, staff assistance visit (SAV) activities, administration and management, and EOT complaint processing or racial incident reporting procedures. Tasks representative of this group include:

- Conduct sexual harrassment awareness seminars
- Conduct newcomers human relations orientations
- Conduct first duty station human relations orientations
- Analyze results of SAV surveys
- Interview complainants
- Advise complainants on alternate complaint channels
- Document results of interviews involving EOT complaints or racial incidents

The distribution of these personnel is across all MAJCOMS and they average 4 years in the Social Actions career field.

III. CHIEFS OF SOCIAL ACTIONS (GRP33, N=67). This group contains 67 members, or 10 percent of the survey sample. The majority (76 percent) of this group are Staff Officers (DAFSC 7371 or 7376). The remaining members of the group hold DAFSCs 7364A/B, 73470B, 73499, or 73400. As would be expected, this group spends the majority of their time on administrative and management (27 percent) or personnel-related tasks (18 percent). A substantial portion of their time (13 percent) is spent on training, which includes such tasks as reviewing or approving lesson plans, reviewing class critiques, and critiquing instructors. Tasks representative of this group include:

- Determine work priorities for subordinates
- Counsel personnel on job performance or military-related problems
- Draft or write memoranda for the record
- Draft or write policy letters
- Draft or write point, position, or talking papers
- Assign suspense dates
- Assign additional duties

The average time in career field for these incumbents is 5½ years. They are assigned to all MAJCOMs.

IV. SOCIAL ACTIONS MANAGERS (GRP12, N=44). This group of 44 people (7 percent of the survey sample) are all working at MAJCOM headquarters. All officer and enlisted social actions DAFSCs are represented in this group, as are all major commands. The average time in career field is 8 years.

The primary responsibility of personnel in this group is administration and management, which requires 50 percent of their relative job time. Another substantial portion of these incumbents job time (11 percent) is spent performing tasks which involve inspections, such as IG or staff assistance, and evaluating the outcome of these inspections and corrective actions taken. Tasks that are representative of this group include:

- Coordinate with subordinate social actions personnel on problems identified during staff assistance visits
- Draft or write formal inspection reports, such as IG or staff assistance
- Draft or write staff studies or staff summaries
- Review MAJCOM directives
- Evaluate adequacy of corrective actions to discrepancies identified during inspections or evaluations

One job variation in this group includes five people who perform tasks representative of the larger group, and also perform tasks as supply and budget monitors, which differentiate them from the larger group. Representative tasks which differentiate them are:

- Maintain supply accounts
- Conduct budget reviews
- Maintain equipment accounts
- Develop budgeting guidelines
- Consolidate operating budgets from subordinate units

V. TECHNICAL TRAINING INSTRUCTORS (GRP44, N=8). This job group contains eight members and represents 1 percent of the survey sample. Six of these eight instructors are assigned to the 3290 TCHTG, Lackland AFB TX. The remaining two incumbents are assigned to the DOD Equal Opportunity Management Institute at Patrick AFB FL. As such, they spend 70 percent of their relative job time performing tasks within the training duty. Tasks representative of the group include:

- Develop lesson plans
- Develop formal classroom training programs or courses of instruction
- Develop or update student handouts or instructional materials
- Draft or write resident course materials, such as study guides, workbooks, or handouts
- Conduct training in formal resident training courses
- Review lesson plans

All but one member of this group are enlisted and hold DAFSC 73470A or 73470B. The one officer is a captain with DAFSC 7376. These personnel have been in the Social Actions career field for an average of 8 years.

#### Comparison of Jobs Within the Specialty

The jobs within the Social Actions utilization and career fields appear well defined, with very little overlap between the shreds. Generally, members of the more senior job groups, which include officer and enlisted personnel, assume more responsibility and spend more of their relative job time administering and managing programs and personnel than do their junior counterparts. Within the shreds, both action officers and enlisted personnel perform the same jobs. These jobs are related specifically to either drug and alcohol abuse control or equal opportunity and human relations functions. There are some general tasks which 50 percent or more of the members in all groups (except the Instructors) perform. These tasks are:

Advise commanders or staff agency personnel on matters,  
such as capabilities, procedures, or programs  
Attend social actions related meetings, conferences, or  
working groups  
Conduct formal briefings  
Conduct informal briefings  
Develop agenda for meetings, conferences, or working  
groups  
Proofread correspondence, forms, reports, or studies  
Read technical publications, such as magazines, reports,  
bulletins, or cross-feed information  
Reproduce material using office copying machines

In addition to reviewing the functions of each job, it is useful to compare the job attitudes of each group. Social Actions personnel, for the most part, are very positive about their jobs.

As Table 8 illustrates, 75 percent or more of the incumbents in all of the groups discussed find their jobs interesting. Likewise, 75 percent or more of the incumbents in all groups feel their talents and technical training are well utilized. As with the other indicators of job satisfaction, satisfaction with their sense of accomplishment is also very high in all groups. Seventy-five percent or more of the incumbents are satisfied with their feelings of accomplishment. Table 9 illustrates other background data for the job groups.

In summary, the JOB STRUCTURE ANALYSIS suggests the present career ladder classification structure is working well. Job satisfaction responses indicate that individuals and training generally are well matched to the job characteristics of the career ladder.



FIGURE 1  
73XXX CAREER LADDER STRUCTURE

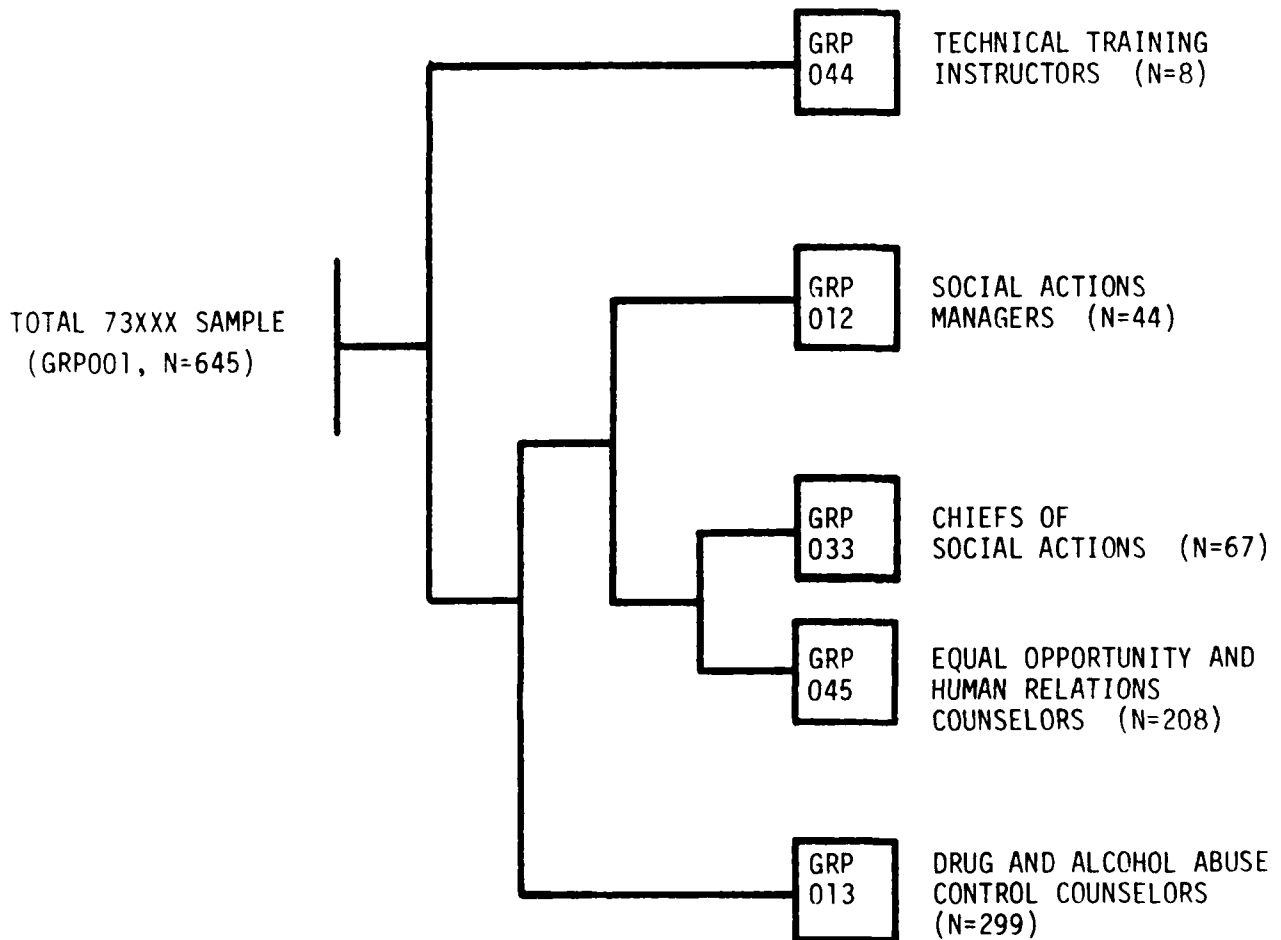


TABLE 7

RELATIVE PERCENT TIME SPENT ON DUTIES BY JOB GROUPS

DUTIES	DRUG AND ALCOHOL ABUSE CONTROL COUNSELORS (GRP13, N=299)	SOCIAL ACTIONS LIAISON SPECIALISTS (GRP35, N=8)	EQUAL OPPORTUNITY AND HUMAN RELATIONS COUNSELORS (GRP45, N=208)	CHIEFS OF SOCIAL ACTIONS (GRP33, N=67)	SOCIAL ACTIONS MANAGERS (GRP12, N=44)	TECHNICAL TRAINING INSTRUCTORS (GRP44, N=8)
A ADMINISTRATION AND MANAGEMENT	16	16	17	27	50	22
B PERSONNEL	5	4	5	18	10	4
C INSPECTION AND EVALUATION	3	2	3	7	11	3
D TRAINING	15	15	18	13	8	69
E EOT, HUMAN RELATIONS, OR DRUG AND ALCOHOL ABUSE GENERAL FUNCTIONS	8	14	4	5	6	0
F STAFF ASSISTANCE VISIT (SAV) ACTIVITIES	3	2	18	5	3	*
G AFFIRMATIVE ACTIONS PLAN (AAP) FUNCTIONS	*	0	4	2	3	*
H EOT COMPLAINT PROCESSING OR RACIAL INCIDENT REPORTING PROCEDURES	*	0	17	6	1	0
I SPECIAL OBSERVANCE FUNCTIONS	*	1	5	3	1	1
J CLIMATE ASSESSMENT FUNCTIONS	*	0	9	5	1	0
K DRUG OR ALCOHOL ABUSE EVALUATION, REHABILI- TATION, AND COUNSELING FUNCTIONS	22	45	*	3	1	*
L DRUG OR ALCOHOL ABUSE CONTROL DOCUMENTATION FUNCTIONS	28	*	*	4	3	0

\* Less than 1 percent

TABLE 8

## INDICATORS OF JOB SATISFACTION

	PERCENT RESPONDING					
	DRUG AND ALCOHOL ABUSE CONTROL COUNSELORS (GRP13, N=299)	SOCIAL ACTIONS LIAISON SPECIALISTS (GRP35, N=8)	EQUAL OPPORTUNITY AND HUMAN RELATIONS COUNSELORS (GRP45, N=208)	CHIEFS OF SOCIAL ACTIONS (GRP33, N=67)	SOCIAL ACTIONS MANAGERS (GRP12, N=44)	TECHNICAL TRAINING INSTRUCTORS (GRP44, N=8)
JOB INTEREST:						
FAIRLY INTERESTING OR BETTER	89	100	88	90	84	75
UTILIZATION OF TALENT:						
FAIRLY WELL OR BETTER	91	100	93	91	87	100
UTILIZATION OF FORMAL TRAINING:						
FAIRLY WELL OR BETTER	83	75	86	75	82	100
SATISFACTION WITH SENSE OF ACCOMPLISHMENT:						
SLIGHTLY SATISFIED OR BETTER	81	100	78	78	75	75

TABLE 9

## SELECTED BACKGROUND DATA FOR JOB GROUPS

	DRUG AND ALCOHOL ABUSE CONTROL COUNSELORS	SOCIAL ACTIONS LIAISON SPECIALISTS	EQUAL OPPORTUNITY AND HUMAN RELATIONS COUNSELORS	CHIEFS OF SOCIAL ACTIONS	SOCIAL ACTIONS MANAGERS	TECHNICAL TRAINING INSTRUCTORS
NUMBER IN GROUP:	299	8	208	67	44	8
PERCENT OF SAMPLE:	46%	1%	32%	10%	7%	1%
AVERAGE NUMBER OF TASKS PERFORMED:	147	64	168	224	83	38
ENLISTED DAFSC DISTRIBUTION (PERCENT):						
73430A	-	0	14	0	0	0
73470A	0	0	55	0	16	25
73430B	27	0	-	0	5	0
73470B	47	100	-	3	18	63
73499/00	-	0	-	7	16	0
OFFICER DAFSC DISTRIBUTION (PERCENT):						
7361A	0	0	6	0	2	0
7364A	-	0	21	3	7	0
7361B	4	0	0	0	0	0
7364B	15	0	0	7	9	0
7371	-	0	0	22	7	0
7376	-	0	0	54	20	12
DAFSC NOT INDICATED	7	0	4	4	0	0
AVERAGE ENLISTED GRADE:						
AVERAGE OFFICER GRADE:	E-5 0-2	E-7 -	E-6 0-2	E-8 0-3	E-7 0-4	E-6 0-3
AVERAGE TICF (MOS):						
PERCENT WITH 1-48 MOS. TICF:	44 66	81 13	50 63	68 39	99 9	92 13
AVG NO. ALCOHOL REHABILITEES COUNSELED INDIV.:						
AVG NO. ALCOHOL REHABILITEES COUNSELED IN GROUPS:	5	6	1	2	1	1
AVG NO. DRUG REHABILITEES COUNSELED INDIV.:	7	8	1	3	1	1
AVG NO. DRUG REHABILITEES COUNSELED IN GROUPS:	3	2	1	1	1	1
AVG NO. DRUG REHABILITEES COUNSELED IN GROUPS:	5	2	1	2	1	1

- Less than 1 percent

## ANALYSIS OF SKILL LEVEL AND GRADE GROUPS

An analysis of the tasks and duties performed by survey respondents at the different skill levels or grades is valuable in evaluating the accuracy of career ladder documents, such as the AFR 36-1 and 39-1 Specialty Descriptions and the Specialty Training Standard (STS).

Except for a few common tasks which are general in nature, very distinct differences were found between the equal opportunity and human relations and drug and alcohol shreds. Therefore, no comparison will be made between the shreds. This section will focus on differences within each shred at the different skill levels and between officer and enlisted personnel within each shred. Additionally, comparisons were made between AFSC 7364A/B Officers and Staff Officers (DAFSC 7376). Another comparison was made to pinpoint similarities and differences between tasks performed by lieutenants, captains, and field grade officers (majors, lieutenant colonels, and colonels).

A typical pattern of progression is found with personnel performing more tasks and spending more of their relative job time on duties involving supervisory, administrative, and management tasks as they progress to the 9-, CEM-, and Staff Officer-level. Table 10 illustrates relative time spent on duties by DAFSC groups. In all groups, indicators for job satisfaction, talent and training utilization, and sense of accomplishment are high (see Table 11).

### Tasks Performed at All Skill Levels

As mentioned earlier, there were some tasks that were performed by personnel in all skill levels. These tasks are listed in Table 12. Notice they are general in nature and do not relate to equal opportunity and human relations or drug and alcohol-specific functions.

### Officer-Enlisted Comparison

Basically, action officers and enlisted personnel in the Social Actions utilization and career fields are performing the same tasks, with some relatively minor exceptions. Officers are performing more administrative and management tasks which involve approving or disapproving reports, messages, papers, etc.; assigning duties; and drafting or writing reports. Examples of tasks which differentiate officer and enlisted personnel are illustrated in Table 13. Note the differences relate mainly to substance abuse forms completion tasks which are specific to the Drug/Alcohol career ladder.

### A-Shred Descriptions

73430A/73470A: A comparison of duty and task performance between 3- and 7-skill level personnel indicate the jobs they perform are essentially the same. Therefore, they are discussed as one group. The 169 3- and 7-skill level personnel (26 percent of the survey sample) perform an average of 143 tasks. At these skill levels, work time is devoted primarily to equal opportunity and human relations education-specific tasks. Most of these personnel are involved in conducting briefings, orientations, and seminars. Administration, management, and EOT complaint processing tasks also account for a relatively large portion of their time. The average time in career field for this group is 4.5 years.

DAFSC 736XA: Except for some administrative and management tasks, the 62 action officers (10 percent of the survey sample) in the A-shred are performing basically the same job as the enlisted personnel. They perform an average of 195 tasks. The greater number of tasks performed by the officers is accounted for by the administrative and management (Duty A) tasks they are performing. Examples of tasks that officers perform to a greater extent than enlisted members include:

- Sign or approve Equal Opportunity/Human Relations  
Education Summary Reports, RCS: HAF-MPX(Q)7204
- Approve or sign SAV reports
- Select SAV team members
- Develop AAP initiatives
- Review after action reports of special observances
- Review special observance committee recommendations
- Evaluate quality of service or attitude of employees at  
off-base business or entertainment establishments

Table 14 illustrates representative tasks that officer and enlisted personnel in the A-shred perform in common. The average time in career field is slightly less for the officers than enlisted personnel (2.8 years for officers vs 4.5 years for enlisted).

### B-Shred Descriptions

DAFSC 73430/73470B: The 73430B and 73470B jobs are so similar they will be discussed together. This group includes 253 members, or 39 percent of the survey sample, and they perform an average of 132 tasks. Except for some general administrative tasks, these personnel are performing the scope of drug and alcohol-specific tasks (Duties K and L). The average time in career field for these personnel is 4 years.

DAFSC 736XB: This group includes 66 members, or 10 percent of the survey sample. They perform an average of 181 tasks. Except for some administrative tasks and general functions (Duties A and E), these officers are performing the same drug and alcohol-specific tasks as the enlisted personnel,

including such tasks as conducting evaluation interviews and counseling individually and in groups (see Table 15). Drug and alcohol-specific tasks that differentiate the officers from enlisted personnel include:

- Analyze Drug and Alcohol Abuse Control Reports,  
RCS: HAF-MPX(Q)7111
- Consolidate Drug and Alcohol Abuse Control Reports,  
RCS: HAF-MPX(Q)7111
- Maintain liaison with civilian referral agencies
- Participate as member of Family Assistance Support Team (FAST)
- Review Drug and Alcohol Abuse Control Reports,  
RCS: HAF-MPX(Q)7111
- Sign or approve Drug and Alcohol Abuse Control Reports,  
RCS: HAF-MPX(Q)7111
- Conduct SAV in-briefings
- Consult with unit commanders after completion of SAV on feedback obtained from unit personnel
- Out-brief unit commanders on results of SAVs
- Recommend proposed corrective actions to problem areas observed during SAVs
- Attend special observance events
- Approve or disapprove changes to drug or alcohol abuse rehabilitation programs

Average time in career field for the 736XB officers is 3.5 years.

#### DAFSC 73499/00 Description

Due to the small numbers in each group (74399 N=13; 73400 N=4), these two groups were combined to form a composite job description. The 17 members of this group comprise 3 percent of the total survey sample and perform an average of 164 tasks. The majority of the time (43 percent) of the 9- and CEM-level job consists of tasks from Duty A (Administration and Management). Examples of these tasks are:

- Draft or write memoranda for the record
- Attend social actions related meetings, conferences, or working groups
- Advise commanders or staff agency personnel on matters, such as capabilities, procedures, or programs
- Proofread correspondence, forms, reports, or studies
- Draft or write point, position, or talking papers
- Evaluate operating instructions
- Draft or write messages for electrical transmission
- Develop agenda for meetings, conferences, or working groups
- Draft or write policy letters

This group has the most time in career field (9.5 years).

#### DAFSC 737X Descriptions

The Staff Officer group consists of 68 members, or 11 percent of the survey sample. As would be expected, the majority of the time (30 percent) for Staff Officers is spent on administration and management tasks. Performing tasks related to personnel (Duty B) also takes a substantial amount of their time (17 percent). Examples of tasks performed by this group include:

- Proofread correspondence, forms, reports, or studies
- Attend social actions related meetings, conferences, or working groups
- Draft or write policy letters
- Determine work priorities for subordinates
- Counsel personnel on career progression
- Approve or disapprove staff studies or staff summaries
- Assign additional duties
- Draft or write Officer Effectiveness Reports (OER)
- Draft or write letters of appreciation or reprimand
- Approve or disapprove leave requests

In all, the Staff Officers perform an average of 180 tasks. The average time in career field for this group is 5.8 years.

#### DAFSC 7364A/B-7376 Comparison

Notable differences were found between the tasks performed by DAFSC 7364A/B officers and DAFSC 7376 officers. These differences are mainly because the 7364A/B officers are performing equal opportunity and human relations or drug and alcohol-specific tasks, whereas the Staff Officers are involved in administrative, management, and personnel tasks. Examples of differentiating tasks are shown in Tables 16 and 17.

#### Officer Paygrade Analysis

To compare tasks performed by officers at the different paygrades, the officers were formed into three groups: lieutenants, captains, and field grade officers (majors, lieutenant colonels, and colonels). The analysis revealed that paygrades are so similar to the DAFSC groups, a separate comparison is redundant. Lieutenants and captains, for the most part, hold DAFSC 736X (99 percent of the lieutenants and 78 percent of the captains). The remainder of the captains hold DAFSC 737X. All of the field grade officers hold DAFSC 737X. Therefore, the comparison between officer paygrade groups reveals essentially the same information as that between DAFSC groups.



### Summary

Career ladder progression is well defined in both shreds. Enlisted personnel at the 3- and 7-skill levels are mainly performing equal opportunity and human relations or drug and alcohol-specific tasks. These same tasks are performed by DAFSC 7361A/B and 7364A/B officers. As incumbents progress to the 9-, CEM-, and staff officer-level, their jobs become more oriented toward performing administrative, management, and personnel-related tasks.

TABLE 10

DISTRIBUTION OF RELATIVE TIME SPENT ON DUTIES BY AFS 734XX AND 73XX SURVEY RESPONDENTS

DUTY	PERCENT OF TIME SPENT**											
	AFS 734XX				AFS 73XX							
	DAFSC 73430A (N=33)	DAFSC 73470A (N=133)	DAFSC 73430B (N=84)	DAFSC 73470B (N=163)	DAFSC 73499/00 (N=17)	DAFSC 7361A (N=14)	DAFSC 7364A (N=48)	DAFSC 7361B (N=13)	DAFSC 7364B (N=53)	DAFSC 7371 (N=20)	DAFSC 7376 (N=48)	
A ADMINISTRATION AND MANAGEMENT	17	20	14	17	43	28	20	29	23	36	30	
B PERSONNEL	1	4	2	4	12	9	9	10	11	16	17	
C INSPECTION AND EVALUATION	2	3	1	3	8	4	5	4	6	8	8	
D TRAINING	22	20	15	17	11	11	15	12	13	13	12	
E EOT, HUMAN RELATIONS, OR DRUG AND ALCOHOL ABUSE GENERAL FUNCTIONS	4	4	7	8	5	4	4	8	9	5	4	
F STAFF ASSISTANCE VISIT (SAV) ACTIVITIES	16	17	2	4	4	14	15	5	4	4	5	
G AFFIRMATIVE ACTIONS PLAN (AAP) FUNCTIONS	2	4	*	*	2	5	4	*	*	2	3	
H EOT COMPLAINT PROCESSING OR RACIAL INCIDENT REPORTING PROCEDURES	19	16	*	*	3	14	14	*	*	5	6	
I SPECIAL OBSERVANCE FUNCTIONS	4	4	*	*	2	6	4	2	1	3	3	
J CLIMATE ASSESSMENT FUNCTIONS	8	8	*	*	3	9	8	*	1	6	5	
K DRUG OR ALCOHOL ABUSE EVALUATION, REHABILITATION, AND COUNSELING FUNCTIONS	2	*	24	20	3	*	*	18	18	3	4	
L DRUG OR ALCOHOL ABUSE CONTROL DOCUMENTATION FUNCTIONS	2	*	33	25	1	*	*	19	18	5	4	

\* Less than 1 percent

\*\* NOTE: Columns may not add up to 100 percent due to rounding

TABLE 11

## INDICATORS OF JOB SATISFACTION

	PERCENT RESPONDING					
	AFS 734XX		AFS 73XX		AFS 73XX	
	DAFSC 734X0A (N=169)	DAFSC 734X0B (N=253)	DAFSC 73499/00 (N=17)	DAFSC 736XA (N=62)	DAFSC 736XB (N=66)	DAFSC 737X (N=68)
JOB INTEREST:						
FAIRLY INTERESTING OR BETTER	88	87	82	89	91	90
UTILIZATION OF TALENT:						
FAIRLY WELL OR BETTER	93	89	82	95	94	94
UTILIZATION OF FORMAL TRAINING:						
FAIRLY WELL OR BETTER	86	83	82	84	79	72
SATISFACTION WITH SENSE OF ACCOMPLISHMENT:						
SLIGHTLY SATISFIED OR BETTER	76	77	77	82	85	84

TABLE 12  
TASKS PERFORMED BY PERSONNEL IN ALL DAFSC GROUPS  
(PERCENT MEMBERS PERFORMING)

TASKS	AFS 734XX				AFS 73XX						
	DAFSC 73430A (N=33)	DAFSC 73470A (N=133)	DAFSC 73430B (N=84)	DAFSC 73470B (N=163)	DAFSC 73499/00 (N=17)	DAFSC 7361A (N=14)	DAFSC 7364A (N=48)	DAFSC 7361B (N=13)	DAFSC 7364B (N=53)	DAFSC 7376 (N=20)	DAFSC 7376 (N=48)
A1 ADVISE COMMANDERS OR STAFF AGENCY PERSONNEL ON MATTERS, SUCH AS CAPABILITIES, PROCEDURES, OR PROGRAMS	79	80	79	79	94	86	90	100	100	95	92
A25 ATTEND SOCIAL ACTIONS RELATED MEETINGS, CONFERENCES, OR WORKING GROUPS	94	96	88	90	94	86	96	100	96	95	94
A30 CONDUCT FORMAL BRIEFINGS	79	85	55	68	71	93	88	100	98	90	96
A31 CONDUCT INFORMAL BRIEFINGS	85	89	68	71	88	100	31	92	92	95	96
A105 READ TECHNICAL PUBLICATIONS, SUCH AS MAGAZINES, REPORTS, BULLETINS, OR CROSS-FEED INFORMATION	82	81	65	77	82	57	83	85	77	90	83
A109 REPRODUCE MATERIAL USING OFFICE COPYING MACHINES	64	68	63	64	65	50	69	92	58	70	56
A119 SECURE BUILDINGS	58	59	68	64	71	36	69	69	47	65	44
D207 ADMINISTER CRITIQUES	88	80	71	64	35	50	82	69	57	25	17
D247 DEVELOP LESSON PLANS	76	76	74	72	53	57	83	77	74	15	21
D274 OPERATE AUDIOVISUAL EQUIPMENT	85	77	75	77	35	64	75	92	58	30	25
D277 PREVIEW FILMS	52	65	63	72	59	57	58	85	74	50	54
D281 REVIEW CLASS CRITIQUES	85	79	63	64	65	57	81	92	85	80	67
E307 REVIEW DD FORMS 1569 (INCIDENT/COMPLAINT REPORT)	61	70	58	61	53	43	69	92	64	70	63
E310 REVIEW SECURITY POLICE BLOTTERS	70	74	77	69	47	43	88	100	85	60	58

TABLE 13

TASKS WHICH DIFFERENTIATE OFFICER AND ENLISTED PERSONNEL  
(PERCENT MEMBERS PERFORMING)

TASKS		DAFSC 73XX (N=196)	DAFSC 734XX (N=439)
A8	APPROVE OR DISAPPROVE DUTY SCHEDULES	80	27
A12	APPROVE OR DISAPPROVE POINT, POSITION, OR TALKING PAPERS	70	19
A23	ASSIGN SUSPENSE DATES	86	36
B126	APPROVE OR DISAPPROVE LEAVE REQUESTS	86	24
B152	DRAFT OR WRITE NOMINATIONS FOR AWARDS OR DECORATIONS	78	23
-----			
A100	PICK UP COMPUTER PRODUCTS	35	57
D213	ARRANGE CLASSROOMS	45	80
L475	ANNOTATE AF FORMS 2745 (SUBSTANCE ABUSE CONTROL PROGRAM - REHABILITATION COMMITTEE REVIEW)	33	50
L478	COMPLETE AF FORMS 2730 (SUBSTANCE ABUSE CONTROL PROGRAM COVERSHEET)	33	51
L481	COMPLETE AF FORMS 2733 (SUBSTANCE ABUSE CONTROL PROGRAM - FAILED APPOINTMENT)	29	50

TABLE 14

REPRESENTATIVE TASKS PERFORMED BY A-SHRED OFFICER AND ENLISTED PERSONNEL  
(PERCENT MEMBERS PERFORMING)

TASKS	DAFSC 73430A (N=33)	DAFSC 73470A (N=133)	DAFSC 736XA (N=62)
H357 ADVISE COMPLAINANTS ON ALTERNATE COMPLAINT CHANNELS	88	87	87
H359 ANNOTATE AF FORMS 1587 (EOT COMPLAINT/REFERRAL RECORD)	88	85	89
H362 ASSEMBLE COMPLAINT CLARIFICATION PACKAGES	76	80	82
H365 BRIEF COMMANDERS ON RESULTS OF COMPLAINT OR RACIAL INCIDENT CLARIFICATIONS	73	82	87
H366 BRIEF COMPLAINANTS ON RESULTS OF CLARIFICATION	79	81	85
H367 BRIEF COMPLAINT INQUIRY OR INVESTIGATING OFFICERS ON SPECIFIC BACKGROUND RELATED TO COMPLAINTS	64	71	77
H368 COMPILE INFORMATION RELATED TO COMPLAINT CLARIFICATIONS OR RACIAL INCIDENTS	79	83	85
H370 DOCUMENT RESULTS OF INTERVIEWS INVOLVING EOT COMPLAINTS OR RACIAL INCIDENTS	85	82	89
H371 DRAFT OR WRITE COMPLAINT OR RACIAL INCIDENT CLARIFICATION REPORTS	82	80	87
H374 INTERVIEW COMPLAINANTS	85	87	90
H377 REFER INDIVIDUALS TO UNIT PERSONNEL OR OTHER AGENCIES FOR RESOLUTION OF GRIEVANCES NOT OF EOT NATURE	94	86	90
H379 REVIEW COMMANDERS' ACTIONS ON REPORTS OF CLARIFICATION, INQUIRY, OR INVESTIGATION	79	77	84
H383 REVIEW RESPONSES TO REFERRAL COMPLAINTS	76	74	82
H384 REVIEW SAA PERSONNEL EVALUATIONS OF COMPLAINT CLARIFICATIONS, REPORTS OF INQUIRY, OR INVESTIGATIONS	76	74	87
J431 EVALUATE VARIETY OF ON-BASE ENTERTAINMENT AVAILABLE	64	63	65

TABLE 15

REPRESENTATIVE TASKS PERFORMED BY B-SHRED OFFICER AND ENLISTED PERSONNEL  
(PERCENT MEMBERS PERFORMING)

TASKS	DAFSC 73430B (N=84)	DAFSC 73470B (N=163)	DAFSC 736XB (N=66)
K434 ADVISE COMMANDERS, FIRST SERGEANTS, OR SUPERVISORS ON PROGRESS OR PROBLEMS OF REHABILITEES	90	84	94
K436 BRIEF FAMILY MEMBERS OF REHABILITEES ON REHABILITATION PROGRAMS	64	72	68
K438 BRIEF SUPERVISORS, FIRST SERGEANTS, OR COMMANDERS ON ALCOHOL OR DRUG REHABILITATION PROGRAMS OR PROCEDURES	88	80	97
K439 CONDUCT SOCIAL EVALUATION INTERVIEWS FOR PERSONNEL IDENTIFIED AS ALCOHOL ABUSERS	93	82	83
K440 CONDUCT SOCIAL EVALUATION INTERVIEWS FOR PERSONNEL IDENTIFIED AS DRUG ABUSERS	94	81	80
K442 CONSULT WITH HOSPITAL PERSONNEL ON DRUG OR ALCOHOL ABUSE CASES	85	79	89
K443 COORDINATE REHABILITATION COMMITTEE (RC) MEETINGS WITH MEMBERS	76	73	76
K444 COORDINATE WITH HOSPITAL PERSONNEL ON ENTRY OF PERSONNEL INTO ARCS	73	73	74
K450 COUNSEL PERSONNEL ON PROBLEMS OTHER THAN DRUG OR ALCOHOL RELATED PROBLEMS IN INDIVIDUAL SESSIONS	74	68	64
K452 COUNSEL REHABILITEES IN ALCOHOL PROGRAMS IN INDIVIDUAL SESSIONS	90	78	71
K453 COUNSEL REHABILITEES IN ALCOHOL PROGRAMS IN GROUP SESSIONS	88	80	67
K455 COUNSEL REHABILITEES IN DRUG PROGRAMS IN INDIVIDUAL SESSIONS	82	74	65
L473 ANNOTATE AF FORMS 2737 (MEDICAL EVALUATION - POTENTIAL SUBSTANCE ABUSE)	87	76	79
L475 ANNOTATE AF FORMS 2745 (SUBSTANCE ABUSE CONTROL PROGRAM - REHABILITATION COMMITTEE REVIEW)	93	79	80
L478 COMPLETE AF FORMS 2730 (SUBSTANCE ABUSE CONTROL PROGRAM COVERSHEET)	94	82	77

TABLE 16

TASKS WHICH BEST DIFFERENTIATE DAFSC 7364A AND 7376 OFFICERS  
(PERCENT MEMBERS PERFORMING)

TASKS	DAFSC 7364A (N=48)	DAFSC 7376 (N=48)	DIFFERENCE
F340 RESEARCH INFORMATION ABOUT UNITS TO BE VISITED, SUCH AS MISSION AND WORK CENTER ORGANIZATION	94	8	86
F318 ADMINISTER STAFF ASSISTANCE VISIT (SAV) SURVEY QUESTIONNAIRES	90	8	82
D229 CONDUCT SEXUAL HARRASSMENT AWARENESS SEMINARS	88	8	80
H362 ASSEMBLE COMPLAINT CLARIFICATION PACKAGES	88	8	80
F330 DETERMINE TARGET POPULATION FOR SURVEY QUESTIONNAIRES	92	13	79
F344 TABULATE SURVEY QUESTIONNAIRE RESULTS	83	4	79
H370 DOCUMENT RESULTS OF INTERVIEWS INVOLVING EOT COMPLAINTS OR RACIAL INCIDENTS	92	15	77
H360 ANNOTATE AF FORMS 1588 (EOT CASE/REFERRAL WORK LOG)	90	13	77
F332 DISTRIBUTE SURVEY QUESTIONNAIRES	81	6	75
H363 BRIEF ACTION AGENCIES ON REFERRAL COMPLAINTS	88	13	75
L494 PERFORM QUALITY CONTROL REVIEWS ON DRUG OR ALCOHOL CASE FILES	8	54	-46
B136 COORDINATE WITH MANPOWER PERSONNEL ON ALLOCATION OF MANNING	27	75	-48
K438 BRIEF SUPERVISORS, FIRST SERGEANTS, OR COMMANDERS ON ALCOHOL OR DRUG REHABILITATION PROGRAMS OR PROCEDURES	8	58	-50
A7 APPROVE OR DISAPPROVE BUDGETS OR BUDGET ESTIMATES	21	73	-52
B180 SELECT CIVILIAN PERSONNEL FOR EMPLOYMENT	10	65	-55
E313 SIGN OR APPROVE DRUG AND ALCOHOL ABUSE CONTROL REPORTS, RCS: HAF-MPX(Q)7111	6	67	-61
E308 REVIEW DRUG AND ALCOHOL ABUSE CONTROL REPORTS, RCS: HAF-MPX(Q)7111	8	69	-61
C196 EVALUATE DRUG OR ALCOHOL ABUSE REHABILITATION PROGRAMS	10	77	-67
D214 BRIEF COMMANDERS, FIRST SERGEANTS, OR OTHER AGENCY PERSONNEL ON DRUG AND ALCOHOL ABUSE PROGRAMS OR POLICIES	15	83	-68
B153 DRAFT OR WRITE OFFICER EFFECTIVENESS REPORTS (OER)	13	81	-68



TABLE 17

TASKS WHICH BEST DIFFERENTIATE DAFSC 7364B AND 7376 OFFICERS  
(PERCENT MEMBERS PERFORMING)

TASKS	DAFSC 7364B (N=53)	DAFSC 7376 (N=48)	DIFFERENCE
K439 CONDUCT SOCIAL EVALUATION INTERVIEWS FOR PERSONNEL IDENTIFIED AS ALCOHOL ABUSERS	81	15	66
L475 ANNOTATE AF FORMS 2745 (SUBSTANCE ABUSE CONTROL PROGRAM - REHABILITATION COMMITTEE REVIEW)	75	10	65
K470 RECORD MINUTES OF RC MEETINGS	68	4	64
K440 CONDUCT SOCIAL EVALUATION INTERVIEWS FOR PERSONNEL IDENTIFIED AS DRUG ABUSERS	75	13	62
L473 ANNOTATE AF FORMS 2737 (MEDICAL EVALUATION - POTENTIAL SUBSTANCE ABUSE)	75	13	62
L490 ESTABLISH INDIVIDUAL DRUG OR ALCOHOL CASE FILES	72	10	62
L486 COMPLETE OR ANNOTATE AF FORMS 2746 (SUBSTANCE ABUSE CONTROL PROGRAM - CHRONOLOGICAL CASE NOTES)	75	15	60
E304 PREPARE DRUG AND ALCOHOL ABUSE CONTROL REPORTS, RCS: HAF-MPX(Q)7111	68	8	60
K437 BRIEF REHABILITEES ON ARC PROGRAMS	70	10	60
L474 ANNOTATE AF FORMS 2741 (SUBSTANCE ABUSE CONTROL PROGRAM - GOALS FOR REHABILITEE)	70	10	60
H379 REVIEW COMMANDERS' ACTIONS ON REPORTS OF CLARIFICATION, INQUIRY, OR INVESTIGATION	9	65	-56
H385 SIGN OR CLOSE OUT AF FORMS 1587	6	63	-57
H381 REVIEW OR EDIT COMPLAINT CLARIFICATION REPORTS	8	65	-57
J430 EVALUATE SOCIAL ACTIONS STAFF ASSISTANCE VISIT REPORTS	15	73	-58
A14 APPROVE OR DISAPPROVE REQUISITIONS FOR EQUIPMENT OR SUPPLIES	19	77	-58
H384 REVIEW SJA PERSONNEL EVALUATIONS OF COMPLAINT CLARIFICATIONS, REPORTS OF INQUIRY, OR INVESTIGATIONS	9	71	-62
H364 BRIEF COMMANDERS ON COMPLAINTS OR RACIAL INCIDENTS	9	73	-64
H380 REVIEW EOT INQUIRY OR INVESTIGATION REPORTS	8	75	-67
D215 BRIEF COMMANDERS, FIRST SERGEANTS, OR OTHER AGENCY PERSONNEL ON HUMAN RELATIONS OR EOT PROGRAMS OR POLICIES	11	79	-68
B153 DRAFT OR WRITE OFFICER EFFECTIVENESS REPORTS (OER)	11	81	-70

## ANALYSIS OF EXPERIENCE GROUPS

Examining survey respondents with different experience levels gives an appreciation of how jobs and job perceptions change over time and provides a description of the jobs and duties that less experienced personnel can look forward to performing in the future. Time in career field (TICF), rather than total active federal military service (TAFMS), served as the basis for forming experience groups in this analysis, since Social Actions is a lateral entry career ladder and utilization field.

Both the enlisted and officer specialties follow trends usually observed across experience groups. The time spent on managerial and administrative duties increases and the time spent on equal opportunity and human relations and drug and alcohol-specific tasks decreases with the accrual of months TICF. Table 18 illustrates the distribution of relative time spent on duties by officer TICF groups and Table 19 the enlisted groups.

### Enlisted Analysis

A typical career progression is found in both the A and B enlisted shreds. As personnel gain more time in the Social Actions career field, they tend to spend a larger proportion of their relative job time on administrative and management tasks and a smaller proportion on equal opportunity and human relations or drug and alcohol-specific tasks. Note that in both shreds, personnel with 97+ months TICF continue to spend a substantial portion of their relative job time performing equal opportunity and human relations or drug and alcohol-specific tasks (see Table 19). As would be expected, jobs become slightly broader as TICF increases. In the A-shred, personnel with 1-48 months TICF perform an average of 134 tasks. The average number of tasks performed increases to 154 at 97+ months TICF. This trend also holds true in the B-shred, where an average of 124 tasks performed at 1-48 months TICF increases to 157 at 97+ months TICF.

The most notable difference is found when career ladder members progress to the 9- and CEM-level. Administrative and management tasks constitute by far the largest portion of their relative job time (43 percent) at this level. These personnel perform an average of 162 tasks.

### Officer Analysis

When examining data for the A-shred officers, a slightly irregular trend is seen. Personnel with 49-96 months TICF spend a larger portion of their relative job time on administration, management, and personnel-related tasks, and less time on equal opportunity and human relations-specific tasks, than do officers with 1-48 or 97+ months TICF. Also, they perform a slightly broader job (average of 266 tasks) than officers with more time in the career field. Officers with 1-48 months TICF perform an average of 181 tasks and officers with 97+ months TICF perform an average of 197 tasks.

Officers in the B-shred follow a more typical career progression. As their experience increases, they spend more time on administration and management and less time on equal opportunity and human relations-specific tasks. Also, the scope of their job becomes broader, increasing from an average of 182 tasks at 1-48 months TICF to 233 tasks at 97+ months TICF. Note, however, that action officers in both shreds continue to spend a substantial portion of time on tasks that are typical of their respective shreds.

At the staff officer level, again a typical progression is seen. The job is concentrated on administration, management, and personnel-related tasks, with a small portion of the relative job time spent performing other duties. Also, these personnel spend the largest portion of their job time (in comparison to the other groups) on personnel-related tasks. The scope of the staff officers job is the broadest at 49-96 months TICF. Personnel in this group perform an average of 203 tasks. An average of 181 tasks are performed by personnel with 1-48 months TICF and 153 by personnel with 97+ months TICF.

#### 1-48 Months TICF Personnel

An analysis of jobs performed by personnel with less than 4 years in the career field is important, since this group is the population toward which initial skill training programs are targeted. For each shred, officer and enlisted personnel in the 1-48 months TICF groups were combined to form one job description, since they attend the same basic residence course and the DAFSC analysis revealed they perform very similar jobs.

A-Shred Personnel: Officer and enlisted personnel in this group are performing tasks typical of the equal opportunity and human relations shred, such as conducting various briefings and interviews, conducting staff assistance visit functions, and typical documentation functions. A-shred incumbents with 1-48 months TICF represent 34 percent of the total sample. Table 20 illustrates representative tasks performed by these personnel.

B-Shred Personnel: As with personnel in the A-shred, B-shred personnel with 1-48 months TICF mainly perform tasks typical of their shred. Drug and Alcohol Abuse Control Personnel are mainly involved in evaluation, rehabilitation, counseling, and documentation of drug and alcohol programs. They represent 46 percent of the total sample. Representative tasks are presented in Table 21.

737X Personnel: Only 4 percent of the total sample are Staff Officers with 1-48 months TICF. They are performing tasks involving administration, management, and personnel matters. Included in these duties are such tasks as attending or conducting social actions-related meetings, reviewing reports and complaints, and drafting or writing OERs or nominations for awards and decorations. For a more detailed list of tasks representative of this group, see Table 22.

### Job Satisfaction

Comparison of job satisfaction indicators help career field managers understand some of the factors which may affect the job performance of today's airmen and officers by illustrating how incumbents perceive their jobs. Data gathered through inventory questions covered job interest, perceived utilization of talents and training, and sense of accomplishment. Table 23 presents this information for enlisted personnel and Table 24 for officers, along with the same information from comparative samples. The comparative sample for enlisted personnel includes all command support personnel surveyed in 1983. The officer comparative sample includes 10,177 officers surveyed in 1984.

As seen in the tables, job satisfaction indicators in all groups are high. Officers appear slightly more satisfied with their jobs than enlisted personnel. Judging from these responses, Social Actions personnel are satisfied with their jobs. Further, this data supports the similar conclusion reached in the JOB STRUCTURE ANALYSIS and ANALYSIS OF SKILL LEVEL GROUPS sections of this report.

In summary, Social Actions personnel follow a typical career progression. As experience increases, more time is spent on supervisory and managerial duties and less time is spent on shred-specific tasks. Enlisted personnel and junior officers with 1-48 months TICF, in either shred, perform tasks specific to that shred. Staff officers with 1-48 months TICF perform tasks related to administration, management and personnel matters. Indicators of job satisfaction are high in all experience groups.

TABLE 18

DISTRIBUTION OF RELATIVE TIME SPENT ON DUTIES BY OFFICER TICF GROUPS  
(MONTHS TICF)

DUTY	PERCENT OF TIME SPENT								
	AFS 736XA			AFS 736XB			AFS 737X		
	1-48 (N=49)	49-96 (N=10)	97+ (N=3)	1-48 (N=44)	49-96 (N=17)	97+ (N=5)	1-48 (N=25)	49-96 (N=22)	97+ (N=21)
A ADMINISTRATION AND MANAGEMENT	20	25	21	21	23	33	26	29	37
B PERSONNEL	8	11	7	10	12	10	17	15	19
C INSPECTION AND EVALUATION	4	6	2	5	6	8	8	7	9
D TRAINING	14	15	12	13	14	12	11	14	11
E EOT, HUMAN RELATIONS, OR DRUG AND ALCOHOL ABUSE GENERAL FUNCTIONS	4	4	5	8	9	7	5	5	4
F STAFF ASSISTANCE VISIT (SAV) ACTIVITIES	16	10	16	4	5	3	4	5	4
G AFFIRMATIVE ACTIONS PLAN (AAP) FUNCTIONS	5	4	6	*	*	*	2	3	3
H EOT COMPLAINT PROCESSING OR RACIAL INCIDENT REPORTING PROCEDURES	15	10	15	*	*	2	7	6	4
I SPECIAL OBSERVANCE FUNCTIONS	5	3	6	1	1	2	3	3	2
J CLIMATE ASSESSMENT FUNCTIONS	8	7	10	*	1	3	6	6	3
K DRUG OR ALCOHOL ABUSE EVALUATION, REHABILITATION, AND COUNSELING FUNCTIONS	*	2	*	17	13	10	5	3	2
L DRUG OR ALCOHOL ABUSE CONTROL DOCUMENTATION FUNCTIONS	*	2	*	20	15	10	6	4	2

\* Less than 1 percent

TABLE 19

DISTRIBUTION OF RELATIVE TIME SPENT ON DUTIES BY ENLISTED TICF GROUPS  
(MONTHS TICF)

DUTY	PERCENT OF TIME SPENT						AFS 73499/00 85+ (N=17)
	AFS 734X0A			AFS 734X0B			
	1-48 (N=93)	49-96 (N=43)	97+ (N=30)	1-48 (N=152)	49-96 (N=58)	97+ (N=37)	
A ADMINISTRATION AND MANAGEMENT	17	20	24	14	19	20	43
B PERSONNEL	3	4	6	2	4	6	12
C INSPECTION AND EVALUATION	2	3	4	2	4	4	11
D TRAINING	22	17	16	15	16	20	8
E EOT, HUMAN RELATIONS, OR DRUG AND ALCOHOL ABUSE							
GENERAL FUNCTIONS	4	4	4	7	8	9	5
F STAFF ASSISTANCE VISIT (SAV) ACTIVITIES	18	17	14	3	4	4	4
G AFFIRMATIVE ACTIONS PLAN (AAP) FUNCTIONS	3	4	5	*	*	*	2
H EOT COMPLAINT PROCESSING OR RACIAL INCIDENT REPORTING							
PROCEDURES	17	16	14	*	*	2	3
I SPECIAL OBSERVANCE FUNCTIONS	4	4	4	*	*	*	2
J CLIMATE ASSESSMENT FUNCTIONS	8	9	8	*	*	*	3
K DRUG OR ALCOHOL ABUSE EVALUATION, REHABILITATION, AND							
COUNSELING FUNCTIONS	*	*	*	23	20	16	3
L DRUG OR ALCOHOL ABUSE CONTROL DOCUMENTATION FUNCTIONS	1	*	*	32	23	18	3

\* Less than 1 percent

TABLE 20

REPRESENTATIVE TASKS PERFORMED BY 734X0A/736XA PERSONNEL  
WITH 1-48 MONTHS TICF

TASKS	PERCENT MEMBERS PERFORMING (N=218)
A25 ATTEND SOCIAL ACTIONS RELATED MEETINGS, CONFERENCES, OR WORKING GROUPS	95
D229 CONDUCT SEXUAL HARRASSMENT AWARENESS SEMINARS	90
A31 CONDUCT INFORMAL BRIEFINGS	90
H377 REFER INDIVIDUALS TO UNIT PERSONNEL OR OTHER AGENCIES FOR RESOLUTION OF GRIEVANCES NOT OF EOT NATURE	89
H374 INTERVIEW COMPLAINANTS	88
D220 CONDUCT FIRST DUTY STATION HUMAN RELATIONS ORIENTATIONS	87
F321 ANALYZE RESULTS OF SAV SURVEYS	87
F318 ADMINISTER STAFF ASSISTANCE VISIT (SAV) SURVEY QUESTIONNAIRES	87
H357 ADVISE COMPLAINANTS ON ALTERNATE COMPLAINT CHANNELS	87
F334 DRAFT OR WRITE SAV REPORTS	86
F325 CONDUCT INDIVIDUAL INTERVIEWS OF PERSONNEL DURING SAVs	86
F320 ANALYZE RESULTS OF SAV INTERVIEWS	86
D215 BRIEF COMMANDERS, FIRST SERGEANTS, OR OTHER AGENCY PER- SONNEL ON HUMAN RELATIONS OR EOT PROGRAMS OR POLICIES	86
H359 ANNOTATE AF FORMS 1587 (EOT COMPLAINT/REFERRAL FORM)	86
D226 CONDUCT NEWCOMERS HUMAN RELATIONS ORIENTATIONS	85
A30 CONDUCT FORMAL BRIEFINGS	85
D213 ARRANGE CLASSROOMS	84
H323 COMPARE SURVEY QUESTIONNAIRE RESULTS WITH RESULTS OF SAV INTERVIEWS	84
F333 DOCUMENT RESULTS OF SAV INTERVIEWS	84
F328 COORDINATE WITH UNIT COMMANDERS ON OUT-BRIEF OF SAVs	84
H370 DOCUMENT RESULTS OF INTERVIEWS INVOLVING EOT COMPLAINTS OR RACIAL INCIDENTS	84
H338 OUT-BRIEF COMMANDERS ON RESULTS OF SAVs	83
H375 INTERVIEW INDIVIDUALS WHO HAVE KNOWLEDGE OF COMPLAINTS OR RACIAL INCIDENTS OTHER THAN COMPLAINANTS	83
F332 DISTRIBUTE SURVEY QUESTIONNAIRES	82
D207 ADMINISTER CRITIQUES	81
A56 DRAFT OR WRITE MEMORANDA FOR THE RECORD	80
A105 READ TECHNICAL PUBLICATIONS, SUCH AS MAGAZINES, REPORTS, BULLETINS, OR CROSS-FEED INFORMATION	80
H344 TABULATE SURVEY QUESTIONNAIRE RESULTS	78
D281 REVIEW CLASS CRITIQUES	78
A104 PROOFREAD CORRESPONDENCE, FORMS, REPORTS, OR STUDIES	78
D247 DEVELOP LESSON PLANS	76

TABLE 21

REPRESENTATIVE TASKS PERFORMED BY 734X0B/736XB PERSONNEL  
WITH 1-48 MONTHS TICF

TASKS	PERCENT MEMBERS PERFORMING (N=297)
K434 ADVISE COMMANDERS, FIRST SERGEANTS, OR SUPERVISORS ON PROGRESS OR PROBLEMS OF REHABILITEES	88
K439 CONDUCT SOCIAL EVALUATION INTERVIEWS FOR PERSONNEL IDENTI- FIED AS ALCOHOL ABUSERS	87
L498 REVIEW AF FORMS 2731	87
L480 COMPLETE AF FORMS 2732 (SUBSTANCE ABUSE CONTROL PROGRAM - APPOINTMENT SCHEDULE)	86
L508 REVIEW AF FORMS 2745	86
L478 COMPLETE AF FORMS 2730 (SUBSTANCE ABUSE CONTROL PROGRAM COVERSHEET)	86
K438 BRIEF SUPERVISORS, FIRST SERGEANTS, OR COMMANDERS ON ALCOHOL OR DRUG REHABILITATION PROGRAMS OR PROCEDURES	86
L497 REVIEW AF FORMS 2730	86
D214 BRIEF COMMANDERS, FIRST SERGEANTS, OR OTHER AGENCY PER- SONNEL ON DRUG AND ALCOHOL ABUSE PROGRAMS OR POLICIES	86
L486 COMPLETE OR ANNOTATE AF FORMS 2746 (SUBSTANCE ABUSE CONTROL PROGRAM - CHRONOLOGICAL CASE NOTES)	85
K440 CONDUCT SOCIAL EVALUATION INTERVIEWS FOR PERSONNEL IDENTI- FIED AS DRUG ABUSERS	85
L509 REVIEW AF FORMS 2746	85
L491 FILE FORMS OR CORRESPONDENCE IN INDIVIDUAL CASE FILES	85
L475 ANNOTATE AF FORMS 2745 (SUBSTANCE ABUSE CONTROL PROGRAM - REHABILITATION COMMITTEE REVIEW)	85
L507 REVIEW AF FORMS 2744 (SUBSTANCE ABUSE CONTROL PROGRAM - SELF-EVALUATION BY REHABILITEE)	85
L506 REVIEW AF FORMS 2743 (SUBSTANCE ABUSE CONTROL PROGRAM - COMMANDER/SUPERVISOR EVALUATION)	85
L505 REVIEW AF FORMS 2741	85
L504 REVIEW AF FORMS 2740	84
L490 ESTABLISH INDIVIDUAL DRUG OR ALCOHOL CASE FILES	83
L474 ANNOTATE AF FORMS 2741 (SUBSTANCE ABUSE CONTROL PROGRAM - GOALS FOR REHABILITEE)	83
K452 COUNSEL REHABILITEES IN ALCOHOL PROGRAMS IN INDIVIDUAL SESSIONS	82
K453 COUNSEL REHABILITEES IN ALCOHOL PROGRAMS IN GROUP SESSIONS	81
L473 ANNOTATE AF FORMS 2737 (MEDICAL EVALUATION - POTENTIAL SUBSTANCE ABUSE)	81
L484 COMPLETE AF FORMS 2740 (SUBSTANCE ABUSE CONTROL PROGRAM - BACKGROUND INFORMATION)	81
L483 COMPLETE AF FORMS 2739 (SOCIAL ACTIONS EVALUATION - POTENTIAL ALCOHOL ABUSE)	81



TABLE 22

REPRESENTATIVE TASKS PERFORMED BY 737X PERSONNEL  
WITH 1-48 MONTHS TICF

TASKS	PERCENT MEMBERS PERFORMING (N=25)
A25 ATTEND SOCIAL ACTIONS RELATED MEETINGS, CONFERENCES, OR WORKING GROUPS	100
A31 CONDUCT INFORMAL BRIEFINGS	96
A33 CONDUCT SOCIAL ACTIONS RELATED MEETINGS, CONFERENCES, OR WORKING GROUPS	92
A60 DRAFT OR WRITE POINT, POSITION, OR TALKING PAPERS	92
A56 DRAFT OR WRITE MEMORANDA FOR THE RECORD	92
B128 APPROVE OR DISAPPROVE TDY REQUESTS	92
B129 ASSIGN ADDITIONAL DUTIES	92
A30 CONDUCT FORMAL BRIEFINGS	92
B149 DRAFT OR WRITE LETTERS OF APPRECIATION OR REPRIMAND	92
B126 APPROVE OR DISAPPROVE LEAVE REQUESTS	92
A1 ADVISE COMMANDERS OR STAFF AGENCY PERSONNEL ON MATTERS, SUCH AS CAPABILITIES, PROCEDURES, OR PROGRAMS	88
D214 BRIEF COMMANDERS, FIRST SERGEANTS, OR OTHER AGENCY PER- SONNEL ON DRUG OR ALCOHOL ABUSE PROGRAMS OR POLICIES	88
A104 PROOFREAD CORRESPONDENCE, FORMS, REPORTS, OR STUDIES	88
H380 REVIEW EOT INQUIRY OR INVESTIGATION REPORTS	88
H384 REVIEW SJA PERSONNEL EVALUATIONS OF COMPLAINT CLARIFI- CATIONS, REPORTS OF INQUIRY, OR INVESTIGATIONS	88
B141 COUNSEL PERSONNEL ON JOB PERFORMANCE OR MILITARY-RELATED PROBLEMS	88
B156 EVALUATE APPLICATIONS FOR RETRAINING TO SOCIAL ACTIONS CAREER FIELDS	88
B140 COUNSEL PERSONNEL ON CAREER PROGRESSION	88
3153 DRAFT OR WRITE OFFICER EFFECTIVENESS REPORTS (OER)	88
B152 DRAFT OR WRITE NOMINATIONS FOR AWARDS OR DECORATIONS	88
B142 DETERMINE WORK PRIORITIES FOR SUBORDINATES	88
A8 APPROVE OR DISAPPROVE DUTY SCHEDULES	88
B165 INTERVIEW PERSONNEL REQUESTING RETRAINING TO SOCIAL ACTIONS CAREER FIELDS	88
C196 EVALUATE DRUG OR ALCOHOL ABUSE REHABILITATION PROGRAMS	84
D241 CRITIQUE INSTRUCTORS	84
A24 ATTEND NONSOCIAL ACTIONS RELATED MEETINGS, SUCH AS ATH- LETIC COUNCILS OR FACILITY UTILIZATION BOARDS	84
D282 REVIEW LESSON PLANS	84
I388 ATTEND SPECIAL OBSERVANCE EVENTS	84
A13 APPROVE OR DISAPPROVE POLICY LETTERS	84
A12 APPROVE OR DISAPPROVE POINT, POSITION, OR TALKING PAPERS	84

TABLE 23

## INDICATORS OF JOB SATISFACTION BY ENLISTED TICF GROUPS

	PERCENT MEMBERS RESPONDING						COMPARATIVE SAMPLE (N=4,774)
	AFS 734X0A			AFS 734X0B			
	1-48 (N=93)	49-96 (N=43)	97+ (N=30)	1-48 (N=152)	49-96 (N=58)	97+ (N=37)	
<u>JOB INTEREST:</u>							
FAIRLY INTERESTING OR BETTER	85	88	94	85	90	84	86
<u>UTILIZATION OF TALENTS:</u>							
FAIRLY WELL OR BETTER	94	93	90	90	86	84	83
<u>UTILIZATION OF TECHNICAL TRAINING:</u>							
FAIRLY WELL OR BETTER	87	84	87	82	88	81	81
<u>SATISFACTION WITH SENSE OF ACCOMPLISHMENT:</u>							
SLIGHTLY SATISFIED OR BETTER	74	77	81	75	83	76	81

TABLE 24

## INDICATORS OF JOB SATISFACTION BY OFFICER TIFC GROUPS

	PERCENT MEMBERS RESPONDING						COMPARATIVE SAMPLE (N=10,177)		
	AFS 736XA		AFS 736XB		AFS 737X				
	1-48 (N=49)	49-96 (N=10)	97+ (N=3)	1-48 (N=44)	49-96 (N=17)	97+ (N=5)	1-48 (N=25)	49-96 (N=22)	97+ (N=21)
JOB INTEREST:									
FAIRLY INTERESTING OR BETTER	86	100	100	91	94	80	90	90	89
									94
UTILIZATION OF TALENTS:									
FAIRLY WELL OR BETTER	94	100	100	98	82	100	95	90	100
									89
UTILIZATION OF TECHNICAL TRAINING:									
FAIRLY WELL OR BETTER	82	90	100	80	77	80	76	80	86
									*
SATISFACTION WITH SENSE OF ACCOMPLISHMENT:									
SLIGHTLY SATISFIED OR BETTER	82	80	100	84	82	80	85	80	86
									86

\* No data available

## COMPARISON OF SURVEY DATA TO AFR 39-1 AND 36-1 SPECIALTY DESCRIPTIONS

Survey data for 734XX career ladder personnel were compared to the AFR 39-1 Specialty Description, dated 1 January 1982, for DAFSCs 73430, 73470, 73499, and 73400. Also, survey data for 73XX survey respondents were compared to AFR 36-1 Specialty Description, dated 1 January 1984, for DAFSCs 736X and 737X. These comparisons assess the comprehensiveness and accuracy of the documents in describing what career field incumbents do, and can also identify ways in which the specialty descriptions might be modified.

### AFR 39-1 Specialty Descriptions

Overall, the AFR 39-1 Specialty Description was an accurate reflection of the duties and responsibilities of personnel in DAFSCs 73430, 73470, 73499, and 73400. The specialty description was found to be a comprehensive description of the tasks performed by personnel in both shreds of the 734XX career field.

### AFR 36-1 Specialty Descriptions

Generally speaking, the specialty descriptions for personnel with AFSCs 736X and 737X were an accurate overview of the duties and responsibilities involved. The 736XA description, however, excluded tasks that officers perform related to the more "technical" aspect of the Equal Opportunity and Human Relations shred. Examples of these tasks are:

- Conduct sexual harrassment awareness seminars
- Conduct newcomers human relations orientations
- Conduct first duty station human relations orientations
- Conduct NCO PME human relations education

The specialty description for AFSC 737X did not include personnel tasks. Staff Officers spend a substantial amount of their relative job time on personnel-related tasks. Examples of these tasks are:

- Evaluate applications for retraining to social actions  
career fields
- Draft or write nominations for awards or decorations
- Counsel personnel on job performance or military-related  
problems
- Counsel personnel on career progression

### Summary

The AFR 39-1 specialty description for Social Actions personnel is a thorough representation of tasks enlisted members perform. The AFR 36-1 descriptions for 736XA and 737X officers needs to be reviewed and appropriate tasks added to give a more complete depiction of their jobs.

## ANALYSIS OF CONUS-OVERSEAS GROUPS

Comparisons of occupational survey data were made between personnel assigned within the continental United States (CONUS) and overseas. Within each shred, and at the 9-, CEM-, and staff officer-level, four variables were compared. These variables are: relative percent time spent on duties, average number of tasks performed, types of tasks performed, and average size of caseload. Overall, CONUS-overseas differences were few and minor.

Within the A-shred, no substantial differences were found on any of the four variables used in the comparison. A-shred (officer and enlisted) personnel in the CONUS number 171, while those abroad total 60.

Enlisted B-shred incumbents overseas perform a slightly broader job (average 157 tasks) than those stationed in the CONUS (average 122 tasks). There appears to be no substantial difference, however, in the types of tasks they perform or in the relative percentage of time they spend performing these tasks. Also, there is no substantial difference in the caseload between the CONUS and overseas groups. The same is true of the B-shred officers. There are 225 B-shred personnel stationed in the CONUS and 94 overseas.

The 54 staff officers stationed in the CONUS perform a slightly broader job (average 189 tasks) than do the 14 members overseas (average 142 tasks). These do not appear to be any particular types of tasks, and relative percent time spent on duties is not substantially different. No differences were found in size of caseload between the staff officer CONUS and overseas groups.

Only four 73499/00 personnel are stationed overseas, so a comparison was not made between these CONUS and overseas groups.

In summary, when CONUS and overseas groups were compared, only minor differences were found. Generally, tasks performed, relative percent time spent performing them, and size of caseload are similar, whether the Social Actions Office is within the continental United States or overseas. Slight variations occurred in average number of tasks performed between the two groups. B-shred personnel perform a slightly broader job overseas than those in the CONUS; whereas, staff officers in the CONUS perform a slightly broader job than those overseas.

## ANALYSIS OF MAJCOM GROUPS

Major command groups with total populations above 15 members--USAF, PACAF (B-shred only), TAC, SAC, MAC, and ATC--were compared on four variables. These variables are relative percent time spent on duties, types of tasks performed, average number of tasks performed, and average size of caseload. Major command groups with 1-48 months time in career field (TICF) were compared to determine whether job content varies as a function of MAJCOM assignment. Eighty-nine percent of the 1-48 months TICF personnel were assigned to these MAJCOMs. One of the major reasons for such a comparison is to detect differences in the jobs of 1-48 months TICF personnel across MAJCOMs that might affect technical training.

No reportable differences were found between MAJCOM groups in either the A- and B-shreds. Basically, tasks performed and percent time spent performing those tasks do not vary to any substantial degree across MAJCOMs. Number of tasks performed and size of caseload are very similar across MAJCOM groups.

## ANALYSIS OF LARGE-SMALL OFFICE GROUPS

By request from the Defense Equal Opportunity Management Institute, Research/Evaluation Division, a comparison was made between jobs performed at large social actions offices versus those performed at small offices. A large social actions office was arbitrarily defined as one which is authorized 11 or more members. Conversely, a small office was defined as being authorized one to ten members. The differences between large and small offices were few and minor. Tasks performed and relative percent time spent on duties were virtually the same. A slight difference was found between the number of tasks performed. The scope of the job is slightly broader at small units for enlisted personnel. A-shred enlisted personnel at small units perform an average of 162 tasks; whereas, those at large units perform an average of 124 tasks. The same pattern holds true for B-shred enlisted incumbents. The 734X0B personnel at small units perform an average of 143 tasks, compared to 118 at large units.

The most notable difference appears between 73499/00 personnel at large and small units. At large units, 73499/00 personnel are spending twice as much of their relative job time (52 percent) on administration and management (Duty A) as those assigned to small units (25 percent of their relative job time on Duty A). Also, at small units, relative job time appears to be divided among tasks in all duties; whereas, 73499/00 personnel at large units spend a very minimal amount of their relative job time on technical duties. Table 25 illustrates these differences. This pattern is further reflected in the average number of tasks that 73499/00 personnel perform--199 at small offices versus 142 at large offices. There were no reportable differences between officer groups at large and small units.

In summary, those assigned to small units do not specialize. At small units, personnel must perform a greater spectrum of tasks. The tasks, however, remain within the boundaries of the shred. For 73499/00 respondents, the jobs are different depending on unit size; at large units they become managers, while at small units senior people spend more time on technical functions.



TABLE 25

RELATIVE PERCENT TIME SPENT ON DUTIES BY 73499/00  
PERSONNEL AT LARGE AND SMALL OFFICES

DUTIES	LARGE OFFICE (N=11)	SMALL OFFICE (N=6)
A ADMINISTRATION AND MANAGEMENT	52	25
B PERSONNEL	13	10
C INSPECTION AND EVALUATION	9	6
D TRAINING	10	13
E EOT, HUMAN RELATIONS, OR DRUG AND ALCOHOL ABUSE GENERAL FUNCTIONS	3	8
F STAFF ASSISTANCE VISIT (SAV) ACTIVITIES	3	6
G AFFIRMATIVE ACTIONS PLAN (AAP) FUNCTIONS	*	5
H EOT COMPLAINT PROCESSING OR RACIAL INCIDENT REPORTING PROCEDURES	3	4
I SPECIAL OBSERVANCE FUNCTIONS	1	4
J CLIMATE ASSESSMENT FUNCTIONS	3	4
K DRUG OR ALCOHOL ABUSE EVALUATION, REHABILITATION, AND COUNSELING FUNCTIONS	1	7
L DRUG OR ALCOHOL ABUSE CONTROL DOCUMENTATION FUNCTIONS	1	7

\* Less than 1 percent

## ANALYSIS OF WRITE-IN COMMENTS

Incumbents were encouraged, when filling out the job inventory booklet, to include any write-in comments they felt pertinent. Approximately 20 percent of those responding had additional comments relative to the career ladder, their background, or their job. Most comments were specific to a unique work situation or listing of personal background data which normally had little to do with the career ladder specialty.

Many personnel who did write in felt the possibilities for promotion were limited and, because of this, would cross train out of the career field. Typical comments were, "If I remain in the USAF, I plan to cross-train to another specialty only because and due to promotion reasons."; and "Unless promotions get better, I plan to cross-train to another career field."

Also, senior NCOs feel that, since slots for them are limited, they are not being fully utilized. Comments from three senior NCOs were, "While I would like to stay in the career field, as an E-8 selectee in an E-6 position, I feel my career stagnating. MPC has given me little hope of relief. Thus, I will probably request cross training."; "I plan to make senior NCO shortly, however, there seems to be a very limited number of senior NCO slots. I will leave social actions because of this."; and "... based on the present status of social actions, relating to the Air Force Mission - senior NCOs should be allowed to move to productive career fields. The E-8s - E-9s in social actions (today) are not being used to their maximum capabilities...".

## TRAINING ANALYSIS

An important use of occupational survey data is in the validation of training documents. Survey data useful for this application include training emphasis ratings and percentages of TICF and skill level groups performing tasks. The data are useful in evaluating the Specialty Training Standard (STS) and Plan of Instruction (POI) for the basic resident technical training course. The data-gathering process for collecting TE data was explained in the SURVEY METHODOLOGY section. Due to technical problems in the administration of the officer training emphasis inventory, training emphasis data is being collected a second time and a separate report covering training analysis for 736XA, 736XB, and 737X officers will be published in January 1985.

The TE ratings collected from the 734X0A personnel yielded an average rating of 2.47 and a standard deviation of 2.11. For the purposes of this training analysis, tasks rated higher than 4.58 were considered high in training emphasis for 734X0A personnel. The TE ratings collected from the 734X0B personnel yielded an average rating of 2.45 and a standard deviation of 2.00. Tasks rated higher than 4.45 were considered high in training emphasis. With respect to percent members performing data, the following groups are normally examined in the course of a training analysis: 1-24 months TICF (first job), 1-48 months TICF (first enlistment), 3-skill level, and 7-skill level. In accordance with ATC regulation 52-22, tasks performed by at least 50 percent or more personnel should be considered for inclusion in a basic residence course. Tasks performed by at least 30 percent, but less than 50 percent, may be considered for inclusion in formal training, although not necessarily in a basic residence course.

A review of the 734X0A/X0B STS, dated April 1980, with change, dated October 1981; POI L3ALR73430B, Drug and Alcohol Abuse Control, dated 3 January 1984; and the Equal Opportunity Management Institute (EOMI) 1984 Curriculum Guide (POI 734X0A, SOCIAL ACTIONS: Equal Opportunity and Human Relations), was possible through the assistance of training personnel at the Lackland Technical Training Center and at EOMI. Subject-matter specialists from the schools matched relevant job inventory tasks to specific STS and POI items. An analysis of the STS and POI consists of examining the tasks matched to each item (paragraph, unit, or block), along with their respective training emphasis and percent members performing data, to determine whether the survey data support inclusion of the item in the training document. The following paragraphs highlight items found as a result of the analysis of these documents.

### STS Analysis

Each STS item was reviewed in light of training emphasis ratings and percentages of people performing the tasks matched to that item. Overall, the STS is well supported by the occupational survey data.

There were 62 tasks not matched to any STS paragraph. Of the tasks not matched to any STS item, several with high training emphasis ratings and substantial percentages of members performing were discovered. For A-shred personnel, many of these tasks were from Duty I, Special Observance Functions. Table 26 presents these tasks. A new module for the STS has been proposed and will include these tasks. Only one task rated high in TE by the B-shred raters was not referenced to the STS.

### POI Analysis

Based on the previously mentioned assistance from technical school subject-matter specialists in matching inventory tasks to the POI, computer products were generated displaying the results of that matching process. Information displayed for consideration included TE ratings, as well as percent members performing data for first-job (1-24 months TICF), first enlistment (1-48 months TICF), and 3-skill level personnel.

EOMI 1984 Curriculum Guide/POI: The POI used to outline training for 734X0A personnel at EOMI appeared well supported by the data. Of the 197 blocks, 111 were knowledge items and had no tasks matched to them. The 86 performance items with tasks matched were well supported by the occupational survey data.

Block H-50, Section 3, had only one task matched to it. This task received a very low TE rating and had very low percentage of members performing. Training personnel should review this block of instruction to determine if inclusion in the POI is warranted.

Of the tasks not referenced to any block of the POI, with high training emphasis ratings and percent members performing, 12 involved climate assessment functions. Including a block of instruction for climate assessment functions may be justified. Table 27 illustrates examples of tasks not referenced to the Curriculum Guide/POI. These tasks should be reviewed by subject-matter specialists and training personnel to determine if blocks of instruction related to the climate assessment tasks should be included in the POI.

POI L3ALR73430B: Since the POI blocks are written as knowledge objectives and the job inventory was written as a series of performance tasks, a direct comparison of the task and an evaluation of the course effectiveness is difficult at best. Of the 82 measurement requirements attached to subsections of the POI blocks, for example, only 18 called for performance measurements; the remainder are tested solely through progress checks evaluating knowledge, not task performance.

Block II, Section 1C, of the POI represents 1 hour of instruction on presenting a 15-minute lecture. The five tasks matched to this section received very high training emphasis ratings and have high percentages of members performing. Only one of these five tasks had less than 50 percent of first-job, first-enlistment, or 3-skill level personnel performing. Also, to

successfully complete this block, a performance measurement is required. Since the tasks matched to this block received high ratings and had substantial percentages of members performing, more time may need to be devoted to this block.

Block III, Section 8, of the POI represents 4 hours of instruction on the behavioral confrontation model and what action a supervisor should take in relation to suspected alcohol abuse. Only one task (document subordinate counseling sessions) was matched to Section 8. Training to the extent indicated appears questionable, especially when the TE rating is low (2.38) and the percentage of personnel performing this task in their first job, first enlistment, or 3-skill level performing are also very small (10.5, 15.9, and 6.0 percent, respectively). Perhaps the match of this one task is an accurate reflection of the block of instruction; perhaps other tasks should have been matched. In either case, this section of Block III should be reviewed.

Block III, Section 9A, has only one task matched to it, but represents 3 hours of instruction on crisis techniques. The same is true for Block III, Section 9B. This section, dealing with telephone counseling techniques, represents 3 hours of instruction, but has only one task matched to it. Both tasks, however, received high TE ratings and percent members performing. As with Section 9A, Section 9B should be reviewed to determine if 3 hours of instruction each are justified.

Block IV, Section 4A, has five tasks matched to it. This block, dealing with procedures to be taken in the development of a referral listing, represents 30 minutes of instruction. The tasks matched to this block, however, received high TE ratings and had high percentages of members performing them. Perhaps more time could be devoted to the development of referral listings.

Block IV, Section 8, represents 6 hours of instruction on the main aspects of the Family Assistance and Support Team. Successful completion of this block is measured by a performance check. Only three tasks were matched to this block. Two of the matched tasks received high TE ratings and percent members performing. The third task received a high TE rating but very low percent members performing (16 percent). While perhaps warranted in this channel of instruction, it is questionable whether 6 hours of instruction is justified.

From the list of tasks not referenced to any block of the POI, 734X0B TE raters gave high ratings to 24 tasks. Of those, 18 were tasks from Duty L, Drug or Alcohol Abuse Control Documentation Functions. These 18 tasks mainly involved reviewing "27 series" forms. The percentage of members performing these tasks was high in the three groups examined (first job, first enlistment, and 3-skill level). Table 28 illustrates these tasks, their TE ratings and percentage of members performing. These tasks should be reviewed and considered for inclusion in the appropriate channel of instruction of the basic course.

### Summary

The STS appears to be well supported by the occupational survey data. The Curriculum Guide/POI for the 734X0A personnel was well supported by the data. Only one block may need revision. Five blocks of the POI for the 734X0B Course may need revisions on the amount of time devoted to instruction. Tasks not referenced to the STS or POIs with high TE ratings and percent members performing should be reviewed and possibly targeted for instruction in formal training.

TABLE 26

TASKS RATED HIGH IN TE BY A-SHRED PERSONNEL AND UNMATCHED TO STS

TASKS	TE	PERCENT MEMBERS PERFORMING	
		73430A (N=33)	73470A (N=133)
I386 ADVISE BASE SPECIAL OBSERVANCE COMMITTEES ON CELEBRATIONS, EVENTS, OR DISPLAYS	5.09	63	65
I388 ATTEND SPECIAL OBSERVANCE EVENTS	5.03	88	84
I389 BRIEF COMMANDERS ON SPECIAL OBSERVANCE CELEBRATIONS, EVENTS, OR DISPLAYS	4.94	33	50
I390 COORDINATE WITH BASE AGENCY PERSONNEL, SUCH AS PUBLIC AFFAIRS OFFICER, ON SPECIAL OBSERVANCES	4.71	55	58
I400 REVIEW SPECIAL OBSERVANCE COMMITTEE RECOMMENDATIONS	4.68	49	47
I399 REVIEW PUBLICITY ARTICLES FOR SPECIAL OBSERVANCES	4.59	55	53
I391 COORDINATE WITH BASE SPECIAL OBSERVANCE COMMITTEES ON CELEBRATIONS, EVENTS, OR DISPLAYS	4.56	55	61
I398 REVIEW AFTER ACTION REPORTS OF SPECIAL OBSERVANCES	4.41	33	44
I392 COORDINATE WITH CIVILIAN COMMUNITY SPECIAL INTEREST GROUP PERSONNEL ON SPECIAL OBSERVANCES	4.26	24	36

TABLE 27

TASKS RATED HIGH IN TRAINING EMPHASIS BY 734X0A RATERS AND  
NOT MATCHED TO THE EOMI CURRICULUM GUIDE/POI

TASKS	TNG EMPH	PERCENT MEMBERS PERFORMING		
		1ST JOB (N=51)	1ST ENL (N=93)	AFS 73430A (N=33)
J406 ADVISE UNIT COMMANDERS OF RESULTS OF CLIMATE ASSESSMENT EVALUATIONS	6.09	47	59	51
J407 BRIEF COMMANDERS ON ALLEGED DISCRIMINATION OCCURRING IN OFF-BASE BUSINESS ESTABLISHMENTS	6.06	41	48	42
J423 EVALUATE IMPACT OF EOT COMPLAINTS, RACIAL INCIDENTS, OR OTHER INCIDENTS	6.03	61	67	61
J409 COORDINATE WITH BASE AGENCY PERSONNEL, SUCH AS SECURITY POLICE OR HOUSING REFERRAL, ON CLIMATE ASSESSMENT FACTORS	5.50	43	55	55
J413 EVALUATE ACCEPTANCE OF MILITARY PERSONNEL IN LOCAL COMMUNITY	5.26	55	61	55
J403 ADVISE MANAGEMENT PERSONNEL OF BASE FACILITIES OR AGENCIES ON RESULTS OF CLIMATE ASSESSMENT EVALUATIONS	5.24	41	54	55
I386 ADVISE BASE SPECIAL OBSERVANCE COMMITTEES ON CELEBRATIONS, EVENTS, OR DISPLAYS	5.09	47	63	64
J421 EVALUATE EXTENT OF HATE GROUP ACTIVITIES IN LOCAL AREA	5.09	37	44	46
I388 ATTEND SPECIAL OBSERVANCE EVENTS	5.03	77	82	88
J414 EVALUATE ACCESS TO OFF-BASE ENTERTAINMENT, EDUCATIONAL, OR RECREATIONAL ACTIVITIES	4.97	49	56	49
I389 BRIEF COMMANDERS ON SPECIAL OBSERVANCE CELEBRATIONS, EVENTS, OR DISPLAYS	4.94	21	40	33
A25 ATTEND SOCIAL ACTIONS RELATED MEETINGS, CONFERENCES, OR WORKING GROUPS	4.85	94	96	94
J433 REVIEW RESPONSES OF OFF-BASE BUSINESS ESTABLISHMENT OWNERS TO ALLEGED DISCRIMINATORY PRACTICES	4.76	26	30	24
I390 COORDINATE WITH BASE AGENCY PERSONNEL, SUCH AS PUBLIC AFFAIRS OFFICER, ON SPECIAL OBSERVANCES	4.71	39	54	55
J411 DETERMINE AVAILABILITY OF MERCHANDISE FOR MINORITY GROUPS AT BX OR COMMISSARY	4.71	49	51	46



TABLE 28

TASKS RATED HIGH IN TRAINING EMPHASIS BY 734X0B RATERS AND NOT MATCHED TO POI L3ALR73430B

TASKS	TNG EMPH	PERCENT MEMBERS PERFORMING		
		1ST JOB (N=76)	1ST ENL (N=151)	AFS 73430B (N=84)
L494 PERFORM QUALITY CONTROL REVIEW ON DRUG OR ALCOHOL CASE FILES	6.51	72	78	75
L510 REVIEW APDS DESIRE LISTINGS	6.26	57	70	61
L506 REVIEW AF FORMS 2743 (SUBSTANCE ABUSE CONTROL PROGRAM - COMMANDER/ SUPERVISOR EVALUATION)	6.13	86	89	88
L507 REVIEW AF FORMS 2744 (SUBSTANCE ABUSE CONTROL PROGRAM - SELF-EVALUATION BY REHABILITEE)	6.10	86	88	87
L509 REVIEW AF FORMS 2746	6.05	87	88	89
L500 REVIEW AF FORMS 2735 (SUBSTANCE ABUSE CONTROL PROGRAM - AUTHORITY TO RELEASE INFORMATION)	6.00	74	76	70
L508 REVIEW AF FORMS 2745	5.97	90	91	90
L505 REVIEW AF FORMS 2741	5.95	87	89	89
L502 REVIEW AF FORMS 2737	5.92	82	86	85
L511 REVIEW APDS TRANSACTION REGISTERS	5.92	47	58	50
L492 INPUT DATA INTO ADVANCED PERSONNEL DATA SYSTEM (APDS) USING CATHODE RAY TUBES (CRT)	5.90	47	55	57
L498 REVIEW AF FORMS 2731	5.87	87	91	91
L495 RECONCILE APDS DESIRE LISTINGS WITH CASE FILE DOCUMENTATION	5.85	49	58	52
L497 REVIEW AF FORMS 2730	5.82	86	89	89
E300 DRAFT OR WRITE LETTERS OF SUBSTANCE ABUSE TREATMENT OR TRAINING COMPLETION VERIFICATION	5.74	62	62	60
L503 REVIEW AF FORMS 2739	5.74	82	87	83
L499 REVIEW AF FORMS 2734	5.72	82	87	86
L504 REVIEW AF FORMS 2740	5.72	86	88	88
L496 RETRIEVE DATA FROM APDS	5.49	51	56	56
F325 CONDUCT INDIVIDUAL INTERVIEWS OF PERSONNEL DURING SAVs	5.18	42	48	48
A31 CONDUCT INFORMAL BRIEFINGS	4.97	67	68	68
A25 ATTEND SOCIAL ACTIONS RELATED MEETINGS, CONFERENCES, OR WORKING GROUPS	4.92	88	85	88
E308 REVIEW DRUG AND ALCOHOL ABUSE CONTROL REPORTS, RCS: HAF-MPX(Q)7111	4.69	17	30	24
A30 CONDUCT FORMAL BRIEFINGS	4.46	59	61	55

## COMPARISON TO PREVIOUS SURVEY

Results of this survey were compared to the results of OSRs AFPT 90-734-190, dated April 1975, and AFPT 90-743-190, dated November 1977. Comparisons indicated the Social Actions Career and Utilization fields have changed little in the past 9 years.

The OSR published in 1975 included enlisted personnel only. At that time, the career field was divided into three shreds: A, B, and C. In 1980, the A and C shreds were merged. With the merging of the A and C shreds, the jobs were also merged. The 1975 OSR indicated three distinct jobs which corresponded to the three shreds. No group of supervisory personnel emerged. In the 1984 survey, two distinct clusters emerged which correspond to the two shreds. Results of analyses of DAFSC, experience, and CONUS/overseas groups in the 1975 and 1984 reports were similar. Indicators of job satisfaction in both reports revealed Social Actions personnel, for the most part, are very positive about their jobs.

The 1977 survey included only B-shred personnel. Again, the conclusions reached in the 1977 survey were basically the same as the 1984 survey. In the 1977 report, the job structure within the B-shred consisted of one main job group of enlisted technicians and action officers. Also, a group of supervisory and higher headquarters personnel were reported as a separate job. This is the same career ladder structure found in the 1984 report, except the 1984 career ladder structure included a group of Social Actions liaison specialists who were not reported in 1977. As with the 1975 report, results of analyses of DAFSC, experience, and CONUS/overseas groups revealed only minor differences. Indicators of job satisfaction were high in both reports.

## SUMMARY AND IMPLICATIONS

Analysis of the Social Actions survey data indicates a stable career ladder and utilization field. Career ladder structure and DAFSC analyses revealed large differences in tasks performed between the A and B shreds and few differences within the shreds. Only 14 tasks were performed by substantial numbers of personnel across the shreds. Enlisted personnel and action officers basically perform the same jobs. Junior officers in both shreds perform more supervisory and management tasks than enlisted personnel, but the bulk of their relative job time is spent on technician type tasks. Large differences in task performance appear at the 9-, CEM, and staff officer levels, where personnel perform supervisory and management tasks to the exclusion of "technical" tasks. The job structure appears to be consistent with the structure of the technical training courses. Action officers and enlisted personnel attend the same basic resident course. Staff officers attend a separate course designed to instruct staff work related to Social Actions.

Analysis of experience groups indicates a typical career progression. With accrual of time in career field, more time is spent supervising and managing and the scope of the job increases.

The AFR 36-1 specialty description for the 736XA officers did not include certain specialized tasks related to equal opportunity and human relations, i.e., conducting seminars and orientations. The AFR 36-1 specialty description for the staff officers did not include personnel-related tasks which require a substantial amount of the staff officers' relative job time. Classification personnel may want to review these specialty descriptions and add tasks for 736XA and 737X personnel.

In terms of training analysis, the STS and POIs should be reviewed and possibly modified. Five blocks in the 734X0B POI may need revisions in time devoted to instruction. Also, some tasks not referenced to the STS or POI should be considered for possible addition to these documents.

An addendum to this report in the form of a training analysis for the Social Actions Officer courses will be published in January 1985.

APPENDIX A  
SELECTED REPRESENTATIVE TASKS  
FOR  
CAREER LADDER STRUCTURE GROUPS

TABLE 1

DRUG AND ALCOHOL ABUSE CONTROL COUNSELORS  
(GRP13)

TASKS	PERCENT MEMBERS PERFORMING (N=299)
K434 ADVISE COMMANDERS, FIRST SERGEANTS, OR SUPERVISORS ON PROGRESS OR PROBLEMS OF REHABILITEES	96
K439 CONDUCT SOCIAL EVALUATION INTERVIEWS FOR PERSONNEL IDENTIFIED AS ALCOHOL ABUSERS	94
L480 COMPLETE AF FORMS 2732 (SUBSTANCE ABUSE CONTROL PROGRAM - APPOINTMENT SCHEDULE)	94
L478 COMPLETE AF FORMS 2730 (SUBSTANCE ABUSE CONTROL PROGRAM COVERSHEET)	94
L486 COMPLETE OR ANNOTATE AF FORMS 2746 (SUBSTANCE ABUSE CONTROL PROGRAM - CHRONOLOGICAL CASE NOTES)	93
K440 CONDUCT SOCIAL EVALUATION INTERVIEWS FOR PERSONNEL IDENTIFIED AS DRUG ABUSERS	93
L498 REVIEW AF FORMS 2731	93
L491 FILE FORMS OR CORRESPONDENCE IN INDIVIDUAL CASE FILES	92
L475 ANNOTATE AF FORMS 2745 (SUBSTANCE ABUSE CONTROL PROGRAM - REHABILITATION COMMITTEE REVIEW)	92
L508 REVIEW AF FORMS 2745	92
K438 BRIEF SUPERVISORS, FIRST SERGEANTS, OR COMMANDERS ON ALCOHOL OR DRUG REHABILITATION PROGRAMS OR PROCEDURES	92
L497 REVIEW AF FORMS 2730	92
L507 REVIEW AF FORMS 2744 (SUBSTANCE ABUSE CONTROL PROGRAM - SELF-EVALUATION BY REHABILITEE)	91
L506 REVIEW AF FORMS 2743 (SUBSTANCE ABUSE CONTROL PROGRAM - COMMANDER/SUPERVISOR EVALUATION)	91
L474 ANNOTATE AF FORMS 2741 (SUBSTANCE ABUSE CONTROL PROGRAM - GOALS FOR REHABILITEE)	91
L505 REVIEW AF FORMS 2741	91
D214 BRIEF COMMANDERS, FIRST SERGEANTS, OR OTHER AGENCY PERSONNEL ON DRUG AND ALCOHOL ABUSE PROGRAMS OR POLICIES	91
L509 REVIEW AF FORMS 2746	90
L490 ESTABLISH INDIVIDUAL DRUG OR ALCOHOL CASE FILES	90
L504 REVIEW AF FORMS 2740	90
K442 CONSULT WITH HOSPITAL PERSONNEL ON DRUG OR ALCOHOL ABUSE CASES	90
K452 COUNSEL REHABILITEES IN ALCOHOL PROGRAMS IN INDIVIDUAL SESSIONS	89

TABLE I (CONTINUED)

DRUG AND ALCOHOL ABUSE CONTROL COUNSELORS  
(GRP13)

TASKS	PERCENT MEMBERS PERFORMING (N=299)
K453 COUNSEL REHABILITEES IN ALCOHOL PROGRAMS IN GROUP SESSIONS	88
L473 ANNOTATE AF FORMS 2737 (MEDICAL EVALUATION - POTENTIAL SUBSTANCE ABUSE)	88
L484 COMPLETE AF FORMS 2740 (SUBSTANCE ABUSE CONTROL PROGRAM - BACKGROUND INFORMATION)	88
L502 REVIEW AF FORMS 2737	88
L485 COMPLETE AF FORMS 2742 (SUBSTANCE ABUSE CONTROL PROGRAM - GOAL-ORIENTED REGIMEN)	88
L503 REVIEW AF FORMS 2739	88
L494 PERFORM QUALITY CONTROL REVIEWS ON DRUG OR ALCOHOL CASE FILES	87
K443 COORDINATE REHABILITATION COMMITTEE (RC) MEETINGS WITH MEMBERS	83

TABLE 1A  
SOCIAL ACTIONS LIAISON SPECIALISTS  
(GRP35)

TASKS	PERCENT MEMBERS PERFORMING (N=8)
K463 OBSERVE ARC PATIENTS DURING TREATMENT	100
K471 REVIEW ARC TREATMENT SUMMARIES	100
E298 COORDINATE WITH BASE SOCIAL ACTIONS STAFF PERSONNEL OR MENTAL HEALTH PERSONNEL ON ENTRY OF INDIVIDUALS INTO ARC	100
E290 ADVISE SOCIAL ACTIONS OR MENTAL HEALTH PERSONNEL ON ALCOHOLISM REHABILITATION CENTER (ARC) PROGRAMS	100
K466 PARTICIPATE WITH ARC PATIENTS IN RECREATIONAL THERAPY	100
K442 CONSULT WITH HOSPITAL PERSONNEL ON DRUG OR ALCOHOL ABUSE CASES	100
K445 COORDINATE WITH PERSONNEL FROM REFERRAL ORGANIZATIONS, SUCH AS ALCOHOLICS ANONYMOUS (AA), ON ENTRY OF PERSONNEL	100
K453 COUNSEL REHABILITEES IN ALCOHOL PROGRAMS IN GROUP SESSIONS	88
K436 BRIEF FAMILY MEMBERS OF REHABILITEES ON REHABILITATION PROGRAMS	88
K447 COUNSEL PARENTS OR DEPENDENTS OF ALCOHOL ABUSERS IN GROUP SESSIONS	88
E301 MAINTAIN LIAISON WITH CIVILIAN REFERRAL AGENCIES	88
K446 COUNSEL PARENTS OR DEPENDENTS OF ALCOHOL ABUSERS IN INDIVIDUAL SESSIONS	88
K434 ADVISE COMMANDERS, FIRST SERGEANTS, OR SUPERVISORS ON PROGRESS OR PROBLEMS OF REHABILITEES	88
D214 BRIEF COMMANDERS, FIRST SERGEANTS, OR OTHER AGENCY PERSONNEL ON DRUG AND ALCOHOL ABUSE PROGRAMS OR POLICIES	88
K437 BRIEF REHABILITEES ON ARC PROGRAMS	75
K467 PERFORM ARC INTAKE INTERVIEWS	75
K444 COORDINATE WITH HOSPITAL PERSONNEL ON ENTRY OF PERSONNEL INTO ARCS	75
K460 MAKE DRUG OR ALCOHOL ABUSE REFERRALS TO LOCAL CIVILIAN AGENCIES, SUCH AS AA	75
E299 COORDINATE WITH HOSPITAL PERSONNEL ON ENTRY OF PERSONNEL INTO DETOXIFICATION UNITS	75
K459 ESTABLISH DRUG OR ALCOHOL ABUSE REHABILITATION PROGRAMS	75
D275 PRESENT LECTURES, BRIEFINGS, OR SEMINARS ON DRUG AND ALCOHOL ABUSE TO LOCAL CIVILIAN COMMUNITY AGENCIES	75
K458 DRAFT OR WRITE DRUG OR ALCOHOL ABUSE TREATMENT SUMMARIES	63
K464 OBSERVE GROUP COUNSELING SESSIONS	63
K465 PARTICIPATE IN STAFF REVIEWS OF DRUG OR ALCOHOL CASE FILES	50
K452 COUNSEL REHABILITEES IN ALCOHOL PROGRAMS IN INDIVIDUAL SESSIONS	50
E317 VISIT REHABILITEES IN DETOXIFICATION UNITS	50

TABLE II  
EQUAL OPPORTUNITY AND HUMAN RELATIONS COUNSELORS  
(GRP45)

TASKS	PERCENT MEMBERS PERFORMING (N=208)
D229 CONDUCT SEXUAL HARRASSMENT AWARENESS SEMINARS	97
H377 REFER INDIVIDUALS TO UNIT PERSONNEL OR OTHER AGENCIES FOR RESOLUTION OF GRIEVANCES NOT OF EOT NATURE	97
H374 INTERVIEW COMPLAINANTS	97
H357 ADVISE COMPLAINANTS ON ALTERNATE COMPLAINT CHANNELS	97
F321 ANALYZE RESULTS OF SAV SURVEYS	96
F318 ADMINISTER STAFF ASSISTANCE VISIT (SAV) SURVEY QUESTIONNAIRES	96
H359 ANNOTATE AF FORMS 1587 (EOT COMPLAINT/REFERRAL RECORD)	96
D220 CONDUCT FIRST DUTY STATION HUMAN RELATIONS ORIENTATIONS	95
F320 ANALYZE RESULTS OF SAV INTERVIEWS	95
H370 DOCUMENT RESULTS OF INTERVIEWS INVOLVING EOT COMPLAINTS OR RACIAL INCIDENTS	95
D226 CONDUCT NEWCOMERS HUMAN RELATIONS ORIENTATIONS	94
F334 DRAFT OR WRITE SAV REPORTS	94
F325 CONDUCT INDIVIDUAL INTERVIEWS OF PERSONNEL DURING SAVs	94
F338 OUT-BRIEF UNIT COMMANDERS ON RESULTS OF SAVs	94
F328 COORDINATE WITH UNIT COMMANDERS ON OUT-BRIEF OF SAVs	94
D215 BRIEF COMMANDERS, FIRST SERGENTS, OR OTHER AGENCY PERSONNEL ON HUMAN RELATIONS OR EOT PROGRAMS OR POLICIES	94
H378 REVIEW AF FORMS 1587	94
F323 COMPARE SURVEY QUESTIONNAIRE RESULTS WITH RESULTS OF SAV INTERVIEWS	93
F333 DOCUMENT RESULTS OF SAV INTERVIEWS	93
H375 INTERVIEW INDIVIDUALS WHO HAVE KNOWLEDGE OF COMPLAINTS OR RACIAL INCIDENTS OTHER THAN COMPLAINANTS	93
F327 CONSULT WITH UNIT COMMANDERS AFTER COMPLETION OF SAVs ON FEEDBACK OBTAINED FROM UNIT PERSONNEL	92
F339 RECOMMEND PROPOSED CORRECTIVE ACTIONS TO PROBLEM AREAS OBSERVED DURING SAVs	92
A31 CONDUCT INFORMAL BRIEFINGS	91
F332 DISTRIBUTE SURVEY QUESTIONNAIRES	89
D213 ARRANGE CLASSROOMS	88
F344 TABULATE SURVEY QUESTIONNAIRE RESULTS	87
D207 ADMINISTER CRITIQUES	86
D281 REVIEW CLASS CRITIQUES	84
F331 DEVELOP SAV SCHEDULES	84



TABLE III  
CHIEFS OF SOCIAL ACTIONS  
(GRP33)

TASKS	PERCENT MEMBERS PERFORMING (N=67)
B129 ASSIGN ADDITIONAL DUTIES	100
A1 ADVISE COMMANDERS OR STAFF AGENCY PERSONNEL ON MATTERS, SUCH AS CAPABILITIES, PROCEDURES, OR PROGRAMS	99
A25 ATTEND SOCIAL ACTIONS RELATED MEETINGS, CONFERENCES, OR WORKING GROUPS	99
A31 CONDUCT INFORMAL BRIEFINGS	97
D210 APPROVE OR DISAPPROVE LESSON PLANS	97
B142 DETERMINE WORK PRIORITIES FOR SUBORDINATES	96
B140 COUNSEL PERSONNEL ON CAREER PROGRESSION	96
D214 BRIEF COMMANDERS, FIRST SERGEANTS, OR OTHER AGENCY PERSONNEL ON DRUG AND ALCOHOL ABUSE PROGRAMS OR POLICIES	94
B141 COUNSEL PERSONNEL ON JOB PERFORMANCE OR MILITARY-RELATED PROBLEMS	94
A56 DRAFT OR WRITE MEMORANDA FOR THE RECORD	94
A23 ASSIGN SUSPENSE DATES	94
A12 APPROVE OR DISAPPROVE POINT, POSITION, OR TALKING PAPERS	94
A30 CONDUCT FORMAL BRIEFINGS	94
A60 DRAFT OR WRITE POINT, POSITION, OR TALKING PAPERS	93
B152 DRAFT OR WRITE NOMINATIONS FOR AWARDS OR DECORATIONS	93
B149 DRAFT OR WRITE LETTERS OF APPRECIATION OR REPRIMAND	93
A104 PROOFREAD CORRESPONDENCE, FORMS, REPORTS, OR STUDIES	91
A61 DRAFT OR WRITE POLICY LETTERS	91
I388 ATTEND SPECIAL OBSERVANCE EVENTS	91
D215 BRIEF COMMANDERS, FIRST SERGEANTS, OR OTHER AGENCY PERSONNEL ON HUMAN RELATIONS OR EOT PROGRAMS OR POLICIES	90
A33 CONDUCT SOCIAL ACTIONS RELATED MEETINGS, CONFERENCES, OR WORKING GROUPS	90
D282 REVIEW LESSON PLANS	90
B164 INTERPRET POLICIES OR DIRECTIVES FOR SUBORDINATES	90
D241 CRITIQUE INSTRUCTORS	90
A105 READ TECHNICAL PUBLICATIONS, SUCH AS MAGAZINES, REPORTS, BULLETINS, OR CROSS-FEED INFORMATION	88
C188 CONDUCT UNIT SELF-INSPECTIONS	87
C196 EVALUATE DRUG OR ALCOHOL ABUSE REHABILITATION PROGRAMS	85
D281 REVIEW CLASS CRITIQUES	84
A50 DRAFT OR WRITE ACTIVITIES OR PROGRESS REPORTS	84
A67 DRAFT OR WRITE STAFF STUDIES OR STAFF SUMMARIES	82
J430 EVALUATE SOCIAL ACTIONS STAFF ASSISTANCE VISIT REPORTS	81

TABLE IV  
SOCIAL ACTIONS MANAGERS  
(GRP12)

TASKS	PERCENT MEMBERS PERFORMING (N=44)
A60 DRAFT OR WRITE POINT, POSITION, OR TALKING PAPERS	93
A1 ADVISE COMMANDERS OR STAFF AGENCY PERSONNEL ON MATTERS, SUCH AS CAPABILITIES, PROCEDURES, OR PROGRAMS	91
A25 ATTEND SOCIAL ACTIONS RELATED MEETINGS, CONFERENCES, OR WORKING GROUPS	91
A104 PROOFREAD CORRESPONDENCE, FORMS, REPORTS, OR STUDIES	86
A.05 READ TECHNICAL PUBLICATIONS, SUCH AS MAGAZINES, REPORTS, BULLETINS, OR CROSS-FEED INFORMATION	82
A56 DRAFT OR WRITE MEMORANDA FOR THE RECORD	82
A70 DRAFT OR WRITE TRIP REPORTS	80
A31 CONDUCT INFORMAL BRIEFINGS	80
C189 COORDINATE WITH SUBORDINATE SOCIAL ACTIONS PERSONNEL ON PROBLEMS IDENTIFIED DURING STAFF ASSISTANCE VISITS	77
A57 DRAFT OR WRITE MESSAGES FOR ELECTRICAL TRANSMISSION	77
B156 EVALUATE APPLICATIONS FOR RETRAINING TO SOCIAL ACTIONS CAREER FIELDS	77
A30 CONDUCT FORMAL BRIEFINGS	77
A61 DRAFT OR WRITE POLICY LETTERS	75
A43 DEVELOP AGENDA FOR MEETINGS, CONFERENCES, OR WORKING GROUPS	75
C187 CONDUCT STAFF ASSISTANCE VISITS TO SUBORDINATE SOCIAL ACTIONS OFFICES	73
A33 CONDUCT SOCIAL ACTIONS RELATED MEETINGS, CONFERENCES, OR WORKING GROUPS	70
C190 DEVELOP INSPECTION CHECKLISTS	70
A55 DRAFT OR WRITE MAJCOM DIRECTIVES	70
A49 DISTRIBUTE CORRESPONDENCE, FORMS, REPORTS, OR PUBLICITY MATERIALS	68
A114 REVIEW MAJCOM DIRECTIVES	66
A116 REVIEW RESPONSES TO CONGRESSIONAL INQUIRIES	66
C192 DRAFT OR WRITE FORMAL INSPECTION REPORTS, SUCH AS IG OR STAFF ASSISTANCE	64
A67 DRAFT OR WRITE STAFF STUDIES OR STAFF SUMMARIES	64
A35 COORDINATE WITH OFFICES OF PRIMARY RESPONSIBILITY (OPR) ON SCHEDULING OR AGENDA OF MEETINGS OR CONFERENCES	64
A10 APPROVE OR DISAPPROVE MESSAGES FOR ELECTRICAL TRANSMISSION	64
C195 EVALUATE ADEQUACY OF CORRECTIVE ACTIONS TO DISCREPANCIES IDENTIFIED DURING INSPECTIONS OR EVALUATIONS	61
A50 DRAFT OR WRITE ACTIVITIES OR PROGRESS REPORTS	61
A117 REVIEW RESPONSES TO DISCREPANCIES IDENTIFIED IN REPORTS, SUCH AS IG OR STAFF ASSISTANCE	57
A12 APPROVE OR DISAPPROVE POINT, POSITION, OR TALKING PAPERS	57
C197 EVALUATE FORMAL SUGGESTIONS	57
A13 APPROVE OR DISAPPROVE POLICY LETTERS	52
A62 DRAFT OR WRITE PUBLICITY ARTICLES	52

TABLE V  
TECHNICAL TRAINING INSTRUCTORS  
(GRP44)

TASKS	PERCENT MEMBERS PERFORMING (N=8)
D247 DEVELOP LESSON PLANS	100
D246 DEVELOP FORMAL CLASSROOM TRAINING PROGRAMS OR COURSES OF INSTRUCTION	100
D248 DEVELOP OR UPDATE STUDENT HANDOUTS OR INSTRUCTIONAL MATERIALS	100
D282 REVIEW LESSON PLANS	100
D254 DRAFT OR WRITE RESIDENT COURSE MATERIALS, SUCH AS STUDY GUIDES, WORKBOOKS, OR HANDOUTS	88
D251 DRAFT OR WRITE CHANGES TO TECHNICAL TRAINING COURSES	88
D274 OPERATE AUDIOVISUAL EQUIPMENT	88
A119 SECURE BUILDINGS	88
A25 ATTEND SOCIAL ACTIONS RELATED MEETINGS, CONFERENCES, OR WORKING GROUPS	88
D279 RESEARCH COURSE MATERIALS	75
D213 ARRANGE CLASSROOMS	75
D243 DESIGN TRAINING AIDS	75
D208 ADMINISTER OR SCORE TESTS	75
A105 READ TECHNICAL PUBLICATIONS, SUCH AS MAGAZINES, REPORTS, BULLETINS, OR CROSS-FEED INFORMATION	75
D281 REVIEW CLASS CRITIQUES	63
D271 INVITE GUEST SPEAKERS	63
D232 CONDUCT TRAINING IN FORMAL RESIDENT TRAINING COURSES	50
D210 APPROVE OR DISAPPROVE LESSON PLANS	50
D240 COUNSEL TRAINEES ON TRAINING PROGRESS	50
A104 PROOFREAD CORRESPONDENCE, FORMS, REPORTS, OR STUDIES	50
D242 CRITIQUE TESTS	50
D265 EVALUATE PROGRESS OF RESIDENT COURSE STUDENTS	50
D268 IDENTIFY TRAINING REQUIREMENTS	50
A118 REVIEW USAF DIRECTIVES	50
A56 DRAFT OR WRITE MEMORANDA FOR THE RECORD	50
D273 OBTAIN TRAINING AIDS, SPACE, OR EQUIPMENT	50

**END**

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